

Sales Management

THE MAGAZINE OF MARKETING



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Conditioner Boom

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Here to Stay?

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A
BILL
BROTHERS
PUBLICATION

FIVE CENTS

OCT. 15. 1952

Medium Size Meetings

Program Planning
Field Surveys
Writing Assistance
Motion Pictures
Sound Slidefilms
Reading Slidefilms
Glass Slides
Recordings
Blow-Ups
Slap Boards
Projection Equipment
Projection Service
Disc Recordings
Mock-Ups
Plan Books
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Manuals
Skits
Hand-out Pieces
Talks
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Role Playing
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Train-the-Trainer
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Over-all Supervision
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Special Effects
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Exhibit Designs
Skits
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Technical Talent
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Hand-out Pieces
Manuals
Quiz Material
Kit Boxes
Projection Service
Instructions on
Presentation
Train-the-Trainer
Schools
Field Performance
Checks
Projection Equipment



HELPS... for Meeting Programs of any size

Planning a meeting to introduce new products . . . new activities . . . new ideas to your people? Get One-Stop Service to help. You can get this service from The Organization which specializes in presentations that are designed to make lasting, favorable impressions for you.

Just tell us what you wish to accomplish and we'll help you with all or any part of your

meeting plans. This One-Stop Service is deliberately flexible. It is of great value in launching activities on any scale. It can be fitted to budgets of any size. You do business with a single source, so there's undivided responsibility and only one accounting.

Please call or write the Jam Handy office nearest you.

The JAM HANDY
Organization

One-Stop Service

Offices →

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WASHINGTON 6
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DAYTON 2
310 Talbott Bldg.

DETROIT 11
2821 E. Grand Blvd.

PITTSBURGH 22
930-932 Penn Ave.

CHICAGO 1
230 North Michigan Ave.

LOS ANGELES 21
7048 Hollywood Blvd.

Of 21 Leading New York
Department Stores -
18 ADVERTISE in the
JOURNAL-AMERICAN

Source: Media Records
First Eight Months 1952

EVENING PAPERS

ABRAHAM & STRAUS
B. ALTMAN & CO.
ARNOLD CONSTABLE
BEST & CO.
BLOOMINGDALE'S
BONWIT TELLER
FRANKLIN SIMON
GERTZ
GIMBELS
HEARNS
LORD & TAYLOR
MACY
MARTIN'S
McCREERY & CO.
NAMM-LOESER'S
OPPENHEIM COLLINS
SAKS 5th AVENUE
SAKS 34th STREET
SEARS ROEBUCK
STERN BROS.
JOHN WANAMAKER

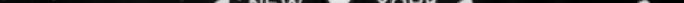
**JOURNAL-
AMERICAN POST** **WORLD
TELEGRAM & SUN**
18 Stores 10 Stores 15 Stores

MORNING PAPERS

**HERALD
TRIBUNE NEWS MIRROR**
20 Stores 17 Stores 14 Stores 11 Stores

NEW YORK

Journal American

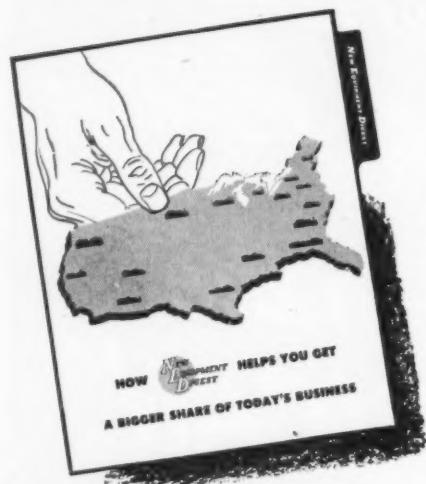


AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

OCTOBER 15, 1952

OUR NEW BOOKLET...



"HOW N.E.D. HELPS YOU GET A BIGGER SHARE OF TODAY'S BUSINESS"

... has a real story behind it. It will enable every man who likes to base decisions on facts to appraise the job that N.E.D. can do. It gives you up-to-date information on:

- N.E.D.'s facilities for keeping pace with rapid changes in industry.
- the size and type of plants covered.
- the industries we reach and their relative importance.
- the men who read N.E.D. and their job functions.
- the response produced from readers and the actual *buying action* which has resulted.

If you would like to have a copy, drop us a line. It will be mailed immediately.

- 66,400 COPIES (Total Distribution)
- 200,000 READERS
- in 40,209 PLANTS

A PENTON PUBLICATION

1213 West Third Street
Cleveland 13, Ohio

CCA

NBP

NEW EQUIPMENT DIGEST

Sales Management

CONTENTS, OCTOBER 15, 1952

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What Sponsors Don't Like About TV Food Shows

They're too long, too dull—and they're scheduled when the housewife is busiest. Too often commercials aren't tied in with point-of-purchase. But there are cures in sight. 144

How to Make Your Ads Click with Distributors

Mr. Brendel suggests 10 ways to achieve that happy promotion relationship with the outlets that service your customers. You know all of them very well, but do you consistently emphasize them as strongly as you should?

By Louis H. Brendel, Merchandising Director, James Thomas Chirurg Co. 80

It's a TV Device and It Sells Best via TV Spots

The TV set owner stuck between several TV stations, who would like to get good reception from each, doesn't have to be shown twice the merits of an antenna rotator. Here's how spots have sold thousands of these attachments.

By John Bentia, Vice-President and Sales Manager, Alliance Manufacturing Co. 118

What Is a Boy?

"... Boys come in assorted sizes, weights and colors ..." How New England Mutual made its house magazine "filler" a nation-wide treasured gem. 50

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Grand'mère Posts "Sold Out" Sign After Sweater Queen Contest

The U.S.-style contest has invaded Canada—and with a crash of cymbals. The beauty competition beloved of many a firm here in the States, sponsored by a Canadian sweater manufacturer, is now a sales bonanza.

By James C. Cumming, Vice-President, Anderson & Cairns, Inc. 89

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How Do You Breed It and Keep It Healthy?
By George C. Stineback, Manager, Polyken Department, Bauer & Black. 40

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—And They're Back Home by Friday

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A Second Look at Last Summer's Boom in Air Conditioner Sales

In the middle of the heat wave many a manufacturer was all sold out and patted himself on the back for a smart selling job. But was it the heat—or creative selling—which spelled out user-benefits? Will the industry make these 7 mistakes next year?

By P. Bernard Nortman 24

Why Super Markets Use Rack Jobbers

By M. M. Zimmerman, Editor, *Super Market Merchandising* 108

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Is the Freezer-Food Plan Here to Stay?

A West Coast manufacturer forecasts rapid growth of an industry that is at once being praised and damned for its current promotion. Odd fact: Freezers are valued by consumers more for their convenience than for savings involved. By William Lapin, President, International Products Corp. . . . 102

The Product They Found in the Oakland Garbage Heap

A scientist talking to himself: "There are precious minerals in the tons of waste from American dinner tables. There must be a way to retrieve them." There is . . . and today we have a product called "Com-Co" which is making hot news in agriculture.

By Richard Stovroff, President, Compost Corporation of America 30

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How Chevron Helps Kids Drill for Oil

With model kits supplied to schools, 5,000 children in the heart of the marketing area of Standard Oil of California will learn more about oil production than their parents. This is another example of long-range business education.

By Al McNay, Educational Division, Standard Oil Company of California 134

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When a Mere Upstart Challenges Big-Name Competition . . .

. . . and wins, how does he do it? Rose Marie Reid's swimsuits came into the market with a higher price, but with some new ideas in design. Today they are in big-name stores all over the U.S.

By B. L. Kamberg, Vice-President in Charge, Sales and Advertising, Rose Marie Reid, Inc. 128

SALES PROMOTION

Thousands of Housewives Jam Sewing Clinics

Five manufacturers are joined in this cooperative promotional adventure. The sewing schools are designed to give expert instruction on how to make draperies and slip covers. 56

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Does It Pay Manufacturers To Train Retail Salespeople?

Sooner or later the manufacturer who is wallowing in despair over the low state of retail salesmanship will push his aspirin bottle aside and find the answer.

By Robert E. Taylor, Vice-President, TradeWays, Inc. 94

U. S. Steel Men Get into the Act In Sales Training Sessions

To provide industrial salesmen with a thorough grounding in selling methods, Big Steel adopts the "role-playing" technique. Here's a simple explanation of how it works.

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T.R. OFFERS THE ABC PAID CIRCULATION AUDIT

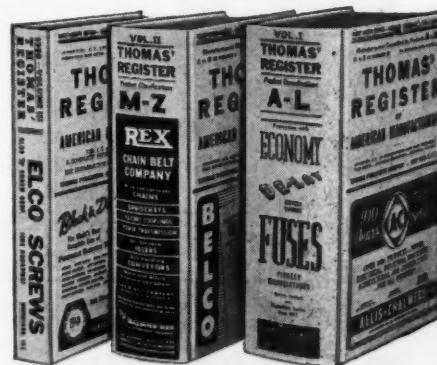
Write for your copy

. . . and for other data showing that in terms of Buyer Evaluation and in Purchasing Power and Volume, the use of T. R. is nearly exclusive in a major portion of all Plant and other Industrial Purchasing Power of the U.S. —and T. R. total of paid circulation is far in excess of any and all other guides, all of free distribution.

T.R. OFFERS MORE INQUIRIES WITH GREATER POTENTIAL THAN ANY OTHER MEDIUM IN THE INDUSTRIAL FIELD

9,956 T. R. Advertisers stand as vital proof that product descriptive advertising in T. R. is resultful. Check the 1952 Edition—make sure your company is adequately represented.

It Pays to Advertise in



THOMAS REGISTER

HEINN Loose-Leaf Catalogs Increase Sales Impact



The Heinn customers represented here are top-caliber manufacturers and merchandisers. They know the relation of Heinn custom-designed catalogs to high-performance, low-cost selling. Like leaders in all industries, big-name rubber companies depend on Heinn for the extra sales impact of really distinctive loose-leaf binders... at the lowest operational cost per unit per year.

Originators of the Loose-Leaf System of Cataloging

MAIL THIS COUPON TODAY

THE HEINN COMPANY
324 W. Florida St., Milwaukee 4, Wis.

Information, please.

Catalog Covers
 Proposal Covers
 Easel Presentations

Price and Parts Books
 Acetate Envelopes
 Salesmen's Binders

Sales and Instruction
Manuals
 Plastic Tab Indexes
 Sales-Pacs

NAME _____

TITLE _____

COMPANY _____

ADDRESS _____

CITY _____

STATE _____



EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. Lexington 2-1760

EDITORIAL

EDITOR..... Philip Salisbury
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ASSOC. MANAGING EDITOR..... John H. Caldwell
SPECIAL FEATURE EDITOR..... Lawrence M. Hughes
SENIOR ASSOCIATE EDITOR..... Alice B. Ecke
INDUSTRIAL EDITOR..... C. Fred Savage
ASSOCIATE EDITORS..... Harry Woodward,
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WASHINGTON EDITOR..... Jerome Shoefield
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LIBRARIAN..... Mary Lou Martin

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SALES PROMOTION MANAGER..... Christopher Anderson
ASS'T PROMOTION MANAGER..... Madeleine Roar
PRODUCTION MANAGER..... Nancy Buckley
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NEW YORK 16, N. Y. (386 Fourth Avenue;
Lexington 2-1760): Merrill V. Reed, W. E.
Dunsby, Wm. McClenaghan.

CHICAGO 1, ILL. (333 N. Michigan Avenue;
State 2-1266): C. E. Lovejoy, Jr., W. J.
Carmichael.

SANTA BARBARA, CALIF. (15 East de la
Guerra, P. O. Box 419, Santa Barbara
23612): Warwick S. Carpenter.

SUBSCRIPTIONS

DIRECTOR..... R. E. Smallwood
SUBSCRIPTION MANAGER..... C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);
editorial and production offices: 1200 Land Title
Bldg., Philadelphia 10, Pa.

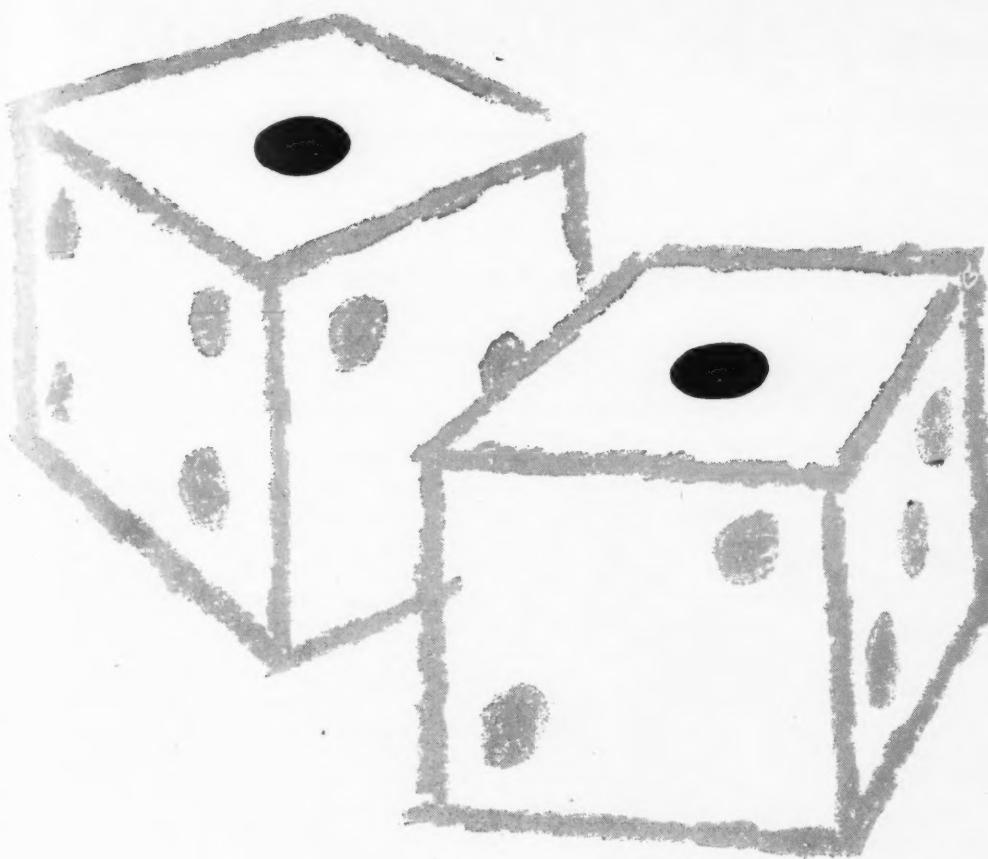
OFFICERS

PRESIDENT AND PUBLISHER..... Raymond Bill
GENERAL MANAGER..... Philip Salisbury
SALES MANAGER..... John W. Hartman
TREASURER..... Edward Lyman Bill
VICE-PRESIDENTS..... C. E. Lovejoy, Jr., Merrill V. Reed, W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorporated PROGRESS, is published semi-monthly on the first and fifteenth except in May and November when it is published on the first, tenth and twentieth. Affiliated with Bill Brothers Publishing Corp. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to New York office. Entered as second class matter May 27, 1942 at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Copyright October 15, 1952 by Sales Management, Inc.

Member





than others

It isn't by chance . . . it's by *choice* that television advertisers concentrate on the markets represented by NBC Spot Sales.

They know that television can sell more customers in markets where *set saturation* is highest.

In the 8 major markets where television stations represented by NBC Spot Sales are located, 75% of the families have television sets — compared to an average saturation of 58% for all other television areas. In addition, *these 8 markets account for one-half of all U. S. television homes.*

Yes, some markets are better than others for the television advertiser — so when you want to get the most out of spot television, call NBC Spot Sales.

representing
TELEVISION STATIONS:



WBZ-TV	<i>Boston</i>
WNBK	<i>Cleveland</i>
WNBW	<i>Washington</i>
WRGB	<i>Schenectady</i>
WNBT	<i>Albany-Troy</i>
WNBQ	<i>New York</i>
KNBH	<i>Chicago</i>
WPTZ	<i>Los Angeles</i>
KPTV	<i>Philadelphia</i>
	<i>Portland, Ore.</i>

representing
RADIO STATIONS:



KOA	<i>Denver</i>
WRC	<i>Washington</i>
WNBC	<i>New York</i>
WMAQ	<i>Chicago</i>
KNBC	<i>San Francisco</i>
WTAM	<i>Cleveland</i>



SPOT SALES

30 Rockefeller Plaza, New York 20, N.Y.

Chicago Cleveland Washington San Francisco
Los Angeles Charlotte* Atlanta* *Bomar Lowrance Associates

Consumer Analysis Cleans Up the Case of the Slippery Subject



Consumer Analysis figures list the 6 toilet soaps preferred for face and hands in the St. Paul Market for the past 3 years.

	1952	1951	1950
Soap A	24.5%	25.2%	26.6%
Soap B	14.1%	16.9%	19.1%
Soap C	14.7%	13.8%	12.3%
Soap D	13.2%	12.3%	10.5%
Soap E	11.1%	10.5%	13.2%
Soap F	5.8%	3.4%	1.2%

As you see a comparatively new soap introduced in 1950 demands the number 6 spot in the consumer study. Now let's look at these top 6 toilet soaps as to their popularity for bath usage.

	1952	1951	1950
Soap A	19.3%	18.6%	21.6%
Soap C	19.2%	17.2%	16.1%
Soap F	14.5%	11.9%	5.1%
Soap B	10.5%	13.1%	14.3%
Soap D	9.1%	8.9%	7.9%
Soap E	7.9%	8.0%	10.0%

Here we see the same soap, Brand F, in the number 3 spot with a steady gain in usage over the 3 year period. As you see, the well established Brand B has been slipping steadily over the 3 year period, and in the case of bath usage, has slipped behind newcomer Brand F. There are many products suffering from the same "status slippage" . . . If you'd like to check your product in the St. Paul Market, Write Consumer Analysis. Please state product or classification(s) in which you are interested.

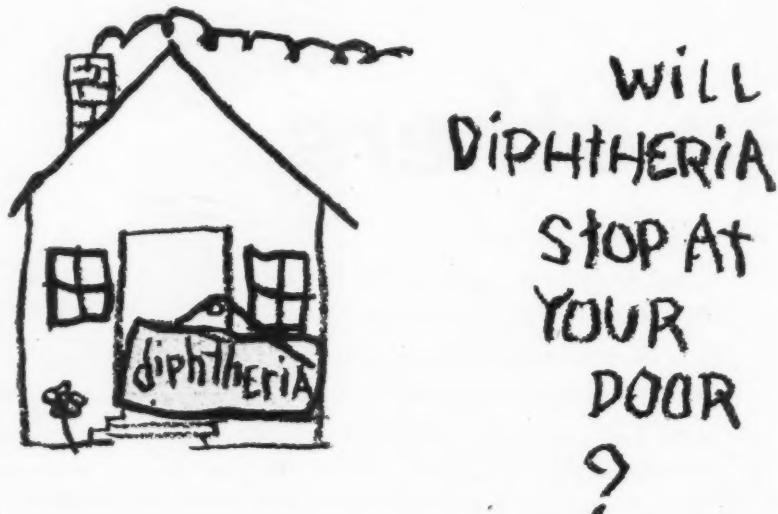
St. Paul Dispatch
A RIDDER NEWSPAPER
Pioneer Press
RIDDER • JOHNS, INC. — REPRESENTATIVES
NEW YORK • CHICAGO • DETROIT

The Human Side

"Let Not the Right Hand . . ."

A right-handed artist used his left hand to scrawl the illustrations for Cutter Laboratories' 1951 Annual Report. You'd think a six-year old drew them, and that's the way Cutter planned it.

Cutter's president, Robert K. Cutter (Dr. Bob), likes the informal, friendly approach, and the firm uses it in its advertising, even in medical journal advertising and in company forms, letters, purchase orders. Copy themes are likely to be built around "Little Willie," a character in a moving account of a child's being purposely exposed to what was believed to be measles but actually was diphtheria. An excerpt from a story called "The Pleasure of the Time," by Virginia Dale, first published in *Redbook*, it was reproduced by Cutter several years ago in a booklet on how to prevent communicable diseases of children. Though the subject and editorial treatment are serious, the illustrations are childish and amusing. It was designed for doctors to hand out to parents, and came to be used by public health groups for educational purposes. Now in its fifth printing, the book has had well over a million circulation.



The popularity of the "Little Willie" book induced Cutter to adopt the same treatment for its 1951 Annual Report. The report received a Merit Award in *Financial World's* annual report competition. We suspect it received a merit award, too, in the minds of many a stockholder, who must have been pleasantly surprised at its readability.

The surprise begins with the message of the president (who signed it "Dr. Bob"). Completely lacking the pomposity of most presidents' messages (in annual reports), Dr. Bob's is addressed not solely to stockholders, (nor to) those who work with us . . . (nor) our customers, (nor) our suppliers or our just plain friends. It is for all of you."

ON-THE-JOB
Round-the-clock



THE INDIANAPOLIS STAR
Morning and Sunday

► Indiana's largest morning newspaper, providing blanket coverage of Indianapolis and half of Indiana—a 2 billion-dollar market, recognized for economic stability.

The Star also offers the only locally-edited, color-gravure, Sunday Supplement in the state—The Star Magazine.

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

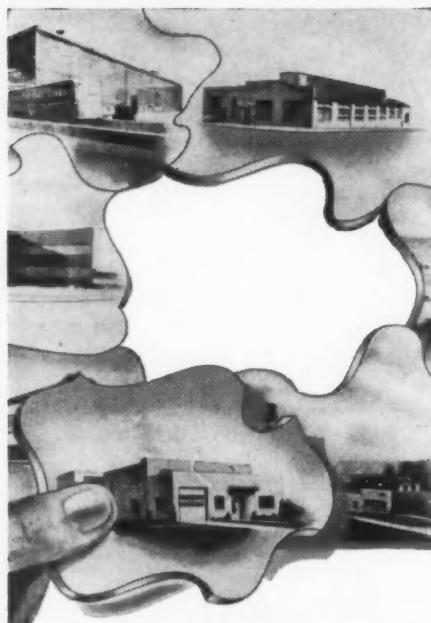
THE INDIANAPOLIS STAR
YOUR FIRST TEAM FOR SALES IN INDIANA
THE INDIANAPOLIS NEWS

THE INDIANAPOLIS NEWS
Evening

► Indiana's largest evening newspaper, with 96% home delivery.

Its added emphasis on photographic coverage is just one more step in The News' continued program to build even more reader interest . . . and to assure you still greater attention for your advertising messages.





FOUNDRIES FIT INTO NO OTHER MARKET



Foundrymen speak a "language of their own" and those who sell successfully to foundries learned a

long time ago to recognize them as an individual market—bound together by common practices and common problems found in no other industry.

An independent sales effort directed to foundries will pay dividends...this mass production industry is spending over one million dollars every hour for materials and supplies—and two million dollars every week in capital investments.

To meet the demand for castings, America's foundries last year topped every previous production record, including peak war years!

To make sure your story gets across to foundrymen, tell it in **FOUNDRY**. With its 45,000 readers, **FOUNDRY** gives you blanket coverage of the foundries that have 94% of the industry's melting capacity.

DO YOU HAVE THESE MARKETING AIDS?

- Marketing Guide, "How To Sell the Foundry Market." Available free.
- Data File, "This is the Foundry Market" Available free.
- Penton's Foundry Directory. Cost \$75.00.

NBP **FOUNDRY**
CCA A Penton Publication
Penton Building
Cleveland 13, Ohio

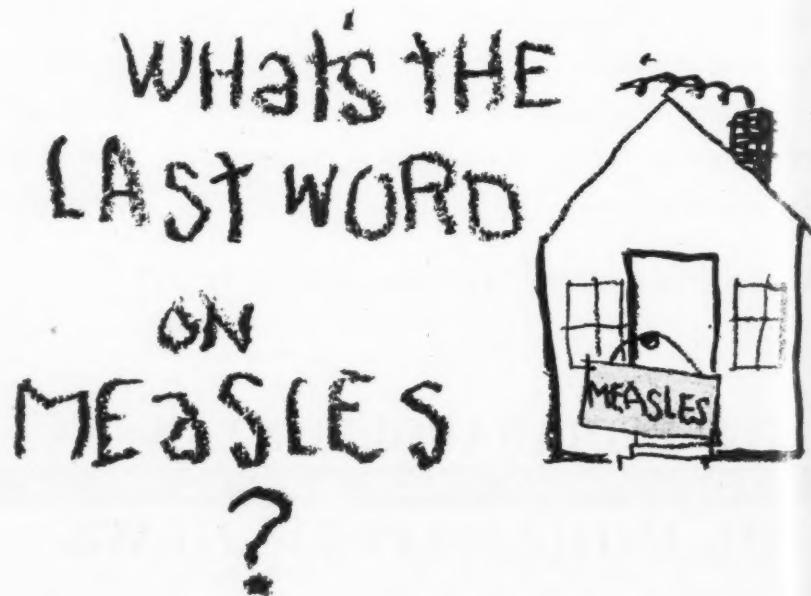


WILL WHOOPING COUGH VISIT YOUR HOME?

An especially nice touch is that there are two financial statements, one "in official gobbledegook," for those who have no trouble reading such matter. But, as Dr. Bob explains in his message, "For those of you who know as little about financial statements as I did when I graduated from medical school, we have prepared a very simple and short statement. If there is anything in this, or other parts of this report, which anyone who has enough interest in us to read this does not understand, if you will come in and see me, or phone me, or write me, I'll do my doggondest to explain it.

The rest of Dr. Bob's letter is in the same vein, his description of the company's condition reminding you of the letter a man might write a good friend telling him about his business affairs. There's a history of the company by a member of the Board of Directors, formerly in charge of production, "associated with my father from the very beginning of the Laboratories," as Dr. Bob explains in a footnote. The simplified statement shows "what happened during the year—it's like a motion picture of the entire year" could be understood by a high school student or even a smart eighth-grader.

A spokesman for the company explains its attitude in these words, "Above all, we're not to be stuffy." An understatement, we call it, reflecting an attitude too frequently encountered in the business world.



COMMENT

ARE YOU A PROSPECT?

Is American capital safe abroad? Do foreign nationals want it? Can Americans earn a profit? Will such investments hurt or hinder America's self-interests?

Before long your board of directors will be exposed to case histories of current, successful American manufacturing and marketing ventures abroad. They'll be issued—no, not by a do-gooding government—but by a hard-headed organization of businessmen who make up the nonprofit, nonpolitical, National Planning Association.

What is the National Planning Association up to? It's all quite simple. If we get the world off of the American taxpayers' backs it's absolutely essential that other countries develop the ability to *pay* for the things which they now obtain from the U.S.A.—for free.

The headline reader certainly gets the impression today that the rest of the world either has just booted Americans out, grabbed their capital and brand names, or is about to do so. But there are many countries where capital is welcome under favorable terms and where Americans are now operating profitably and in harmony with local conditions. NPA will cite them.

When we send capital abroad it is natural that we look for a profit—probably larger than we could obtain at home with equivalent manpower and money. But to NPA, equal stress should be put on the values which American companies operating abroad can contribute.

To NPA, American capital is welcome, will produce a profit, and is safe from confiscation, only when the host countries benefit. How can U.S. companies promote benefits for host countries? To NPA, companies should have these objectives:

To raise living standards.

To support local businesses through increased payrolls so that these in turn will encourage local capital.

To increase local workers' skills.

To develop native managerial talents.

To further local training of scientific personnel.

A number of companies in various lines have promised to throw open their records to the NPA study team. The resulting case histories will spell out in investors' terms the benefits of *private* capital investments abroad.

While NPA, founded in 1934, has worked out plans on its own, officials of our government's Point 4 program are rooting for their success.

NPA's long-range objective is to get *private* capital into overseas investments. Says Charles J. Symington, chairman, The Symington-Gould Corp., New York, and chairman of NPA's special policy committee.

"Many of the objectives of Point 4 and United Nations programs could be achieved more effectively under private management with private capital."

What will domestic employees think of their companies' foreign ventures? Employees of the W. A. Sheaffer Pen Co., Ft. Madison, Ia.,

TELEVISION-RADIO MILLIONS OF SETS SOLD BY BASEBALL!



There is no greater field of prospects for radio and TV sets than the million-plus sports-minded men who read *The Sporting News* every week.

Baseball's national weekly offers a responsive market for everything a man buys, with a reader interest of more than 1,000,000 readers.

The Sporting News

Published weekly for 66 years

2018 Washington Ave., St. Louis 3, Mo.
535 Fifth Avenue, New York
520 N. Michigan Blvd., Chicago



**America's greatest
firms choose
General Auto Rental Co.**

for lowest cost fleet
transportation

U. S. Steel Co.

Tennessee Coal & Iron Co.

Cyclone Fence Co.

Universal Atlas Cement

Gunnison Homes

Du Pont

RCA-Victor Corp.

U. S. Hoffman Machinery Corp.

Koppers Co.

Westvaco Chemical Co.

Factory Insurance Ass'n

Brunswick-Balke-Collender Co.

**Fleets of 10 to 1,000 Brand New Fords,
Plymouths, Chevrolets**

**Mileage and monthly rental plans designed
to meet the particular needs of any firm**

**Write for Free Booklet:
"HOW TO REDUCE THE COST OF
AUTOMOTIVE TRANSPORTATION"**

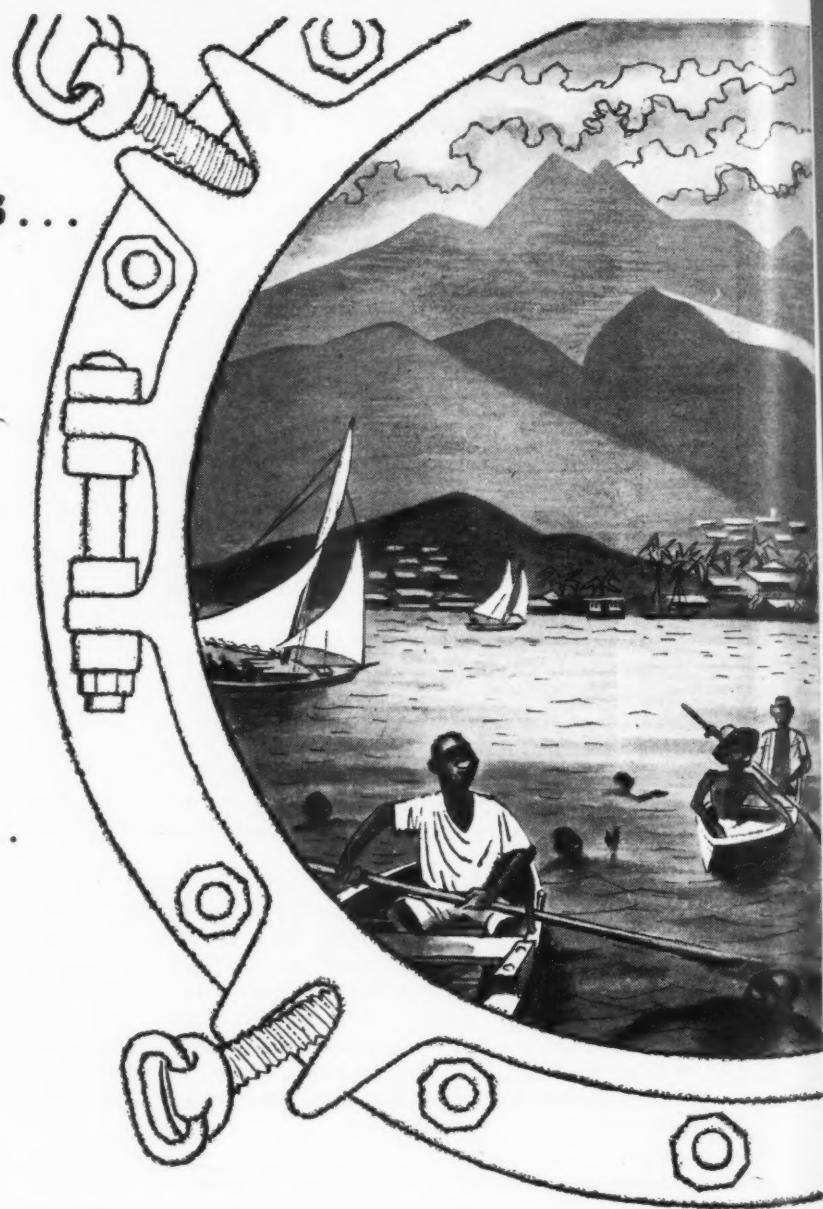
GENERAL AUTO RENTAL CO.
Coast-to-Coast
Harold B. Robinson • LI 8-5000
6610 N. BROAD ST., PHILADELPHIA 26, PA.



If you sell **shoes**...



or a **cruise**...



here's why there's more business for you* in **HOLIDAY!**

More than any other magazine, Holiday reaches a MASS-CLASS market—more than 850,000 of America's top-income families.

They're active families who are eager to cruise (last year, 8 out of 10 Holiday families averaged 3 vacations away from home).

They're families with money to spend (they earn three times the national average—and dress the part).

Each month, these receptive families turn to

Holiday and find new ways to dress, new places to go, new things to do—and Holiday puts them in a pleasure mood that means more business for you.

Yes, if you sell any product or service that contributes to pleasurable living—it's virtually sure to sell better in Holiday.

* * *

*For full information, together with Holiday sales case histories in your industry, write Promotion Manager, Holiday, Independence Square, Philadelphia 5, Pa.

A CURTIS PUBLICATION



means Pleasure and Pleasure means Business!

for example, have a direct stake in their company's new Australian plant. Sheaffer employees, who add substantially to their incomes through profit-sharing, know that the cost of setting up the Australian plant will drain away some of the *immediate* profits but that, based on past experience with expansion, there will be more profits to share in the long run. While most American employees will not have such a direct interest in the success of their companies' foreign investments they are selfishly concerned with efforts to help other nations be self-supporting.

BUT NOT \$1,000 MORE

Levitt & Sons have made a big hit with the home buying public by breaking the sacred "rules" of both manufacturers and labor and coming up with a big hunk of value in postwar houses. How they do it has some lessons for all manufacturers—whether or not they sell products with which to build or to be incorporated in a home. Irwin Jalonack, Levitt's technical director, at a recent *House & Home* round table, explained why Levitt wants to provide air-conditioning for new residences. Said Jalonack:

"Every time you raise the price of the house \$100 or \$500, you eliminate some prospective purchasers. No one can dispute the fact that if you can air-condition a house, it lends a great deal of appeal to it. What would the builder like? He would like to have air-conditioning for nothing. Now . . . I don't mean that we won't pay for it . . . but let me highlight for a minute what I am talking about.

"We put full insulation in our house, and we use double-glaze windows. We consider this costs us zero because if we didn't do it, we would have to put that much money into the heating plant and the distribution system.

"We use a paint that by ordinary standards costs three times as much as what you would think . . . it is durable . . . washable . . . we apply it by spraying . . . we don't have to use a separate paint to trim . . . it doesn't cost us anything.

"The air-conditioning manufacturer has got to turn his wits to get this thing developed, so that the cost of the cooling equipment is the same or very, very little more than what the cost of the heating would have to be . . . the goal is zero. . . . Well, we might be able to pay a little more, \$10 or something . . . but \$1,000 is out."

Doesn't Jalonack's view make horse sense? He's thinking about the customer who demands the maximum value in his new home. If air-conditioner manufacturers come up with new designs which will help the builder reduce or eliminate some other building cost, the builder will buy the new conditioners—and so will the home buyer; and the home buyer won't pay anything more for the finished product.

Jalonack is pointing out to manufacturers that they should not design and market their products in a vacuum. It's not enough to create a product which meets the price of competitive brands. The real objective should be: to design a product which will give good value in itself and in addition help the builder cut out other labor or material.

This seems to be issue of **SALES MANAGEMENT** in which the air-conditioning industry is taking it on the chin with some stiff rights from friendly critics. (For a pointed analysis of the 7 sales sin of manufacturers of room air-conditioners, turn to page 24 and read Bernard Nortman's, "A Second Look at Last Summer's Boom in Air Conditioner Sales"). While the "for instance" of neglected sales opportunities happens to be the air-conditioning industry, we suggest that the lessons apply to all manufacturers who may be satisfied with their products—but whose customers have some reservations about them.

CALL IT...

influence



*...it's added urge
to the power of*

THE DALLAS NEWS

- It's no good pretending your collar button popped under the bureau—that's been tried many times before. You'll go and like it . . . though but for the wife's gentle insistence you'd not budge from your easy chair.

- Such, too, is the predominance of The News, breakfast-time visitor in an area that's home to more than a third of Texas. This influence makes "I saw it in The News" both ample and authoritative. Bolstering your sales story it means greater acceptance and additional sales.

- This influence multiplied by The News' larger circulation assures your product predominance in this larger, richer Double Dallas Market.



**The Dallas
Morning News**
CRESMER & WOODWARD, INC., REPRESENTATIVES

Where readers are shoppers

BUY

-with BUY on their minds!

BUY



Serving more than
3½-million families - screened
for the BUY on their minds!

COLTENE

Better

SIGNIFICANT TRENDS

As seen by the Editor of Sales Management for the fortnight ending October 15, 1952

THE SALES DEPARTMENT WINS

There is an interesting story behind the resignation of Russell B. Newton as president and treasurer of the huge Dan River Mills, Inc. In textile circles he has often been described as "one of the country's top 10 production wizards." When elected president three years ago, he set out to revolutionize the relationship between the production and the sales departments of the company.

Just as is true in so many other industries, in textiles the normal procedure is for the sales executive to tell the factory production man what styles to concentrate on, the quantities needed, and at what price the cloth should sell.

Newton thought that the production department should make these decisions, and so the Dan River factory has been deciding on styles, quantities and prices. The sales force was charged by the president with the responsibility for selling what the factory decided to produce.

Tied in with this reversal of the classic method of doing business was the idea that fabric fashions could be dictated by the mills' own stylists instead of by the couturiers of Paris and New York. This dream, if it came true, would make it possible for Dan River to have production schedules laid out a year or more in advance and would give the company a long running start over its competitors.

But the plan didn't work. The sales department found that it could sell only what the customers wanted—not what the factory wanted it to sell. In the 30 years before Newton took over the top post in the company, Dan River had only three sales managers. In the past three years they've had five executives in charge of sales.

Kaiser-Frazer Corp. is another company that is subordinating the production department to the sales department. Edgar F. Kaiser told a group of reporters on September 27: "We are embarking on a new program to gear our production of cars to actual orders from dealers. We have been caught several times with heavy inventories at the factory and in the field, but now we plan to get orders in here first before we make any cars."

DYNAMITE IN DISTRIBUTION

Since war's end there have been more important changes in distribution habits and patterns than in any other period of our history—such things as the decentralization of retail trading areas, nocturnal retailing, development of self-service and self-selection, greater diversification of lines handled, selling by machines, decline in quality of floor selling, etc. Some of these changes directly affect salesmen, their methods of operation,

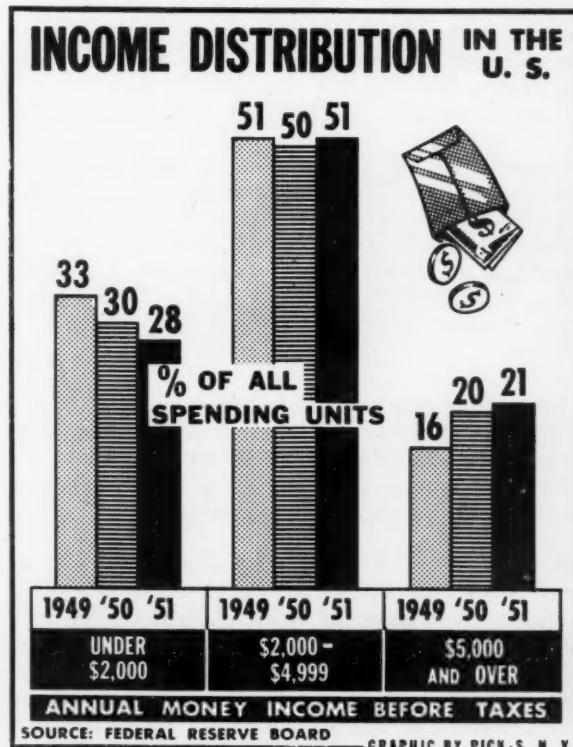
quotas, routing; others complicate the problem of effective consumer advertising.

At a sales convention of the Frank H. Lee Co. in New York the other day, Bob Whitney of NSE predicted that within five years there would be virtually no morning shopping: "An overwhelming majority of the nation's retailing establishments will be open for business from noon until 9 p.m. As Whitney sees it, this will sharply increase the amount of family shopping for all items, men will become a more important factor in shopping and evening openings throughout the week will do much to help solve traffic problems.

If Bob's prediction comes true, it will change the work hours of manufacturers' and wholesalers' salesmen for they will not find customers in the early morning hours.

"WAGES" DON'T TELL ALL

Only part of the real wages of American workers shows up in the pay envelope. The Chamber of Commerce of the United States has completed a survey among 736 employers and finds that the average worker gets \$644 over and above cash wages. This is the value of the so-called "fringe benefits," including Social Security, unemployment and workmen's compensation, sick-



ness, accident, hospitalization and death benefits, terminal pay, discounts on goods purchased, free meals, pensions, savings and stock-purchase plans, paid vacations, holidays, rest and lunch periods, profit-sharing and bonus arrangements. These forms of extra compensation add 31½ cents an hour to the average wage and constitute 18.7% of the average company's payroll.

The stabilizing effect of such benefits was demonstrated during the steel strike when retail sales in the steel areas held up remarkably well despite the fact that for 60 days a huge army of workers was on strike.

We wondered whether sales held up in these areas only because consumers went more heavily into debt and we asked Herb Wyman of the *Pittsburgh Post-Gazette* to analyze credit and instalment sales of the Pittsburgh district department stores during the strike period. The Federal Reserve figures on the subject show there was no appreciable change in the balance between cash and credit sales in the months involved, as compared with previous years when the mills were working at full capacity.

Nation-wide consumer credit outstanding has increased nearly 10% during the past 12 months and stands now at a record \$21.2 billion. This debt, as a percentage of sales, has remained relatively constant, and the increase is considerably less, percentage-wise, than the increase in personal income after taxes which has scooted up from \$205.5 billion in 1950 to an annual rate of \$231.5 billion in the second quarter of this year.

And savings are running currently at the rate of \$16.5 billion, with savings bank deposits, deposits with savings and loan associations, and life insurance in force all at record levels and rising at record or near-record rates.

MORE ADVERTISING FOR LESS

What we hope is both a significant and a growing trend is the increase in the number of advertisers who team up with other advertisers of related products in their advertising campaigns. The idea isn't new but for some reason this "natural" has been largely unexploited until recent months.

A good example is a four-color page advertisement appearing in three October magazines—*House Beautiful*, *Living*, *Guide for the Bride*—sponsored by four New England advertisers whose lines are related from a home furnishings standpoint but are non-competitive. They are Cushman Colonial Furniture, Priscilla Turner Hooked Rugs, Strahan Wallpaper and Vogue Curtains and Draperies.

After all, if you are selling furniture and are advertising it, you will want to picture your furniture in home surroundings—which means that you will show a rug or carpet, draperies, wallpaper, possibly a fireplace with fixtures, lamps, maybe a television set.

As the sponsors of this particular advertisement point out in their copy, "The long-acknowledged charm of colonial is most apparent when it results from careful choice and combination of the best in furnishings . . . like the rug, curtains, wallpaper and furniture you see here . . . each truly qualified to complement the other . . . in a room as appropriate to the newer ranch type home as it is to the traditional Cape Cod. . . . Be guided

by these four famous brand names when you buy."

The trend seems likely to create some new advertisers. The Hershey Chocolate Corp., for example, has depended largely on packaging and displays to get its message across to consumers, but now is going into major consumer magazines with campaigns jointly sponsored by Hershey and Durkee Famous Foods in the promotion of a new recipe for making fudge in 10 minutes without cooking.

The movement strikes us as a wonderful way to get more advertising effect for the same dollars or to get the same effect for fewer dollars.

SIGNIFICANT SHORTS

Low-pressure selling often pays bigger dividends than the blatant type. *McCall's* is justly proud of the success of its "Betsy McCall" feature which clicked with manufacturers and retailers and has produced a couple of million dollars' worth of sales of children and doll specialties named after this paper doll.

In New York the publishers dramatized the feature to several hundred advertiser and agency executives at the Versailles, with a Broadway cast and a special theater program produced for them by Playbill, Inc. A good example of the low-pressure selling used by *McCall's* in the presentation are two lines from a song telling of reader reaction to the magazine:

"What women read, women need—
At least they think they do."

Will the Excess Profits Tax be continued? Secretary of the Treasury Snyder told the American Bankers Association that he thought "Congress would scrutinize that area very carefully before it extends the tax—if it does extend it. It is the most difficult tax to administer that has ever been conceived. It's almost impossible to make it equitable. To find a proper base period for all types of industry is almost an insuperable task." . . . On the other hand, tax expert J. K. Lasser predicts that it will be renewed. The present EPT will expire next June 30 unless it is renewed.

Executives of the Armstrong Cork Co. told the same group of bankers that the outlook was gloomy for certain types of manufacturers in the next few years because "fewer new families will be established—as a direct result of the abnormally low birth rate of the depression 20 years ago." This, they argue, will mean reduced demand for homes, appliances, furnishings and related items.

The Columbus Sales Conference: More than a dozen sales executive clubs within a radius of 150 miles of Columbus, O., are cooperating with Ohio State University in putting on the ninth annual conference of sales managers November 10 at the Deshler-Wallick Hotel, Columbus. The sponsors look for an attendance of 600 sales managers.

PHILIP SALISBURY
Editor

SALES MANAGEMENT



**"Just the man we need to keep us on top of all that Iowa business
we're getting through the Des Moines Sunday Register!"**

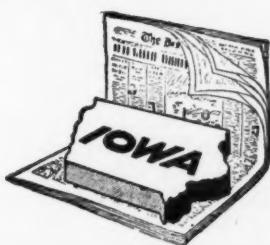
There's nothing "tall" about *this* story. Facts are facts. Listen:

Fact—Iowa is actually *two* big markets. An urban market that's even bigger than Philadelphia or Boston or San Francisco. A farm market that outranks them all!

Fact—Iowa buys in billions! To the tune of 3½ billion dollars per year . . . and fast getting bigger.

Fact—Iowa is a cinch to reach and sell . . . effectively through the Des Moines Sunday Register. It's a marvel among newspapers for statewide pinpointing . . . an established Sunday reading habit in the homes of 2 out of 3 of all Iowa families. Country coverage in 83 out of the 99 total is 50% to saturation . . . 40% to 49 in 9 counties more and over 21% in the few others.

Fact—The Des Moines Sunday Register is ready to go to work for you . . . at the attractive milline rate of \$1.84.



**PACKAGES A STATEWIDE URBAN
MARKET RANKING AMONG
AMERICA'S TOP 20 CITIES**

ABC CIRCULATION March 31, 1952
Daily, 376,658—Sunday, 543,674

THE DES MOINES REGISTER AND TRIBUNE

Gardner Cowles, President

Represented by:

Scalaro, Meeker & Scott—New York, Chicago, Detroit, Philadelphia
Doyle & Hawley—Los Angeles and San Francisco

A Second Look at Last Summer's Boom in Air Conditioner Sales

In the middle of the heat wave many a manufacturer was all sold out and patted himself on the back for a smart selling job. But was it the heat—or creative selling—which spelled out user-benefits? The industry made 7 mistakes.

BY P. BERNARD NORTMAN

Late last summer home air conditioners were virtually sold out. To keep up with the demand for new residential units during the peak of summer heat, installation crews had to work almost round the clock. Sales records were broken, high production goals were set for the coming year and the product advanced considerably from luxury status to that of essential appliance.

Today the air-conditioning industry stands at a crossroad. It will either develop and cement the concept of home air conditioning as an essential utility with positive economic and health advantages, or it will continue to present home air conditioning negatively as an escape from heat.

The unusual heat last July, not the industry's promotional efforts, caused the public to clamor for room air conditioners. The public buying spree caught the industry by surprise. Profits were lost (1) by price cutting and underselling in June before the heat wave struck, when retailers and distributors were concerned about moving inventories and (2) because shortages of conditioners when the heat catapulted the public into a buying wave.

At present, the air conditioner for the home is an impulse product, bought on days of intense heat. Is there something inherent in a product which limits its sales to approximately one week a year, subjects it to weather fluctuations and associates it with luxurious escape from uncomfortable heat and humidity? Or can air conditioning be developed on the positive principle that it is an appliance of utilitarian value which offers the economic rewards of increased productivity, better health, greater

efficiency and decreased maintenance costs?

The belief that air conditioning has a place in our economy is slowly germinating in the public mind. Last summer's unusual heat convinced a number of people that air conditioning is a necessary utility, as necessary as heat in winter.

The air conditioning industry has done little to develop or stimulate sales by this kind of thinking. It has failed to teach the public what air conditioning is, the meaning and significance of relative humidity, how the human body maintains constant temperature, the physiological strain and impaired mental and physical performance under adverse weather conditions, the economic value of air conditioning in industrial processes,

etc. The opportunities to develop home units into a billion-dollar industry have not been fully exploited. The industry makes these mistakes in selling room air conditioners:

1. **Air conditioning units are promoted as a luxury:** In advertising and sales promotion, the air-conditioning industry makes a negative appeal. The dominant theme is to escape the heat. Of subordinate emphasis are the virtues of the particular brand or distributor featured in the advertisement. Positive values, such as dehumidification and circulation of air, removal of dirt, dust and pollen, asthma and hay fever relief are usually read off quickly on the radio and appear in fine print in newspaper and magazine advertisements.

Sales promotion and advertising do not try explicitly to overcome public indifference to and ignorance of atmospheric conditions as a factor in human health, comfort, and efficiency. The claims that home air conditioning can improve worker productivity, decrease susceptibility to respiratory diseases, reduce fatigue, relieve heart strain and promote physical and mental alertness are not explored.

Instead, the approach to the public is strongly competitive. Brands fight each other for the attention of customers who are uncertain about the value of air conditioning. Distributors

BEHIND THIS ANALYSIS . . .
is P. Bernard Nortman, New York economist who has made an intensive study for the past few years of the air conditioning market. He specializes in industrial and marketing surveys for corporations, investment brokers. Nortman did his graduate work at Columbia, later taught economics there and at Rutgers. For a number of years, during World War II, he held posts with various U.S. Government agencies. He has been economic advisor to the U.S. delegations to the United Nations.



and dealers try to outdo each other in offering warranties, free trial periods, color choice, easy payment terms, etc.

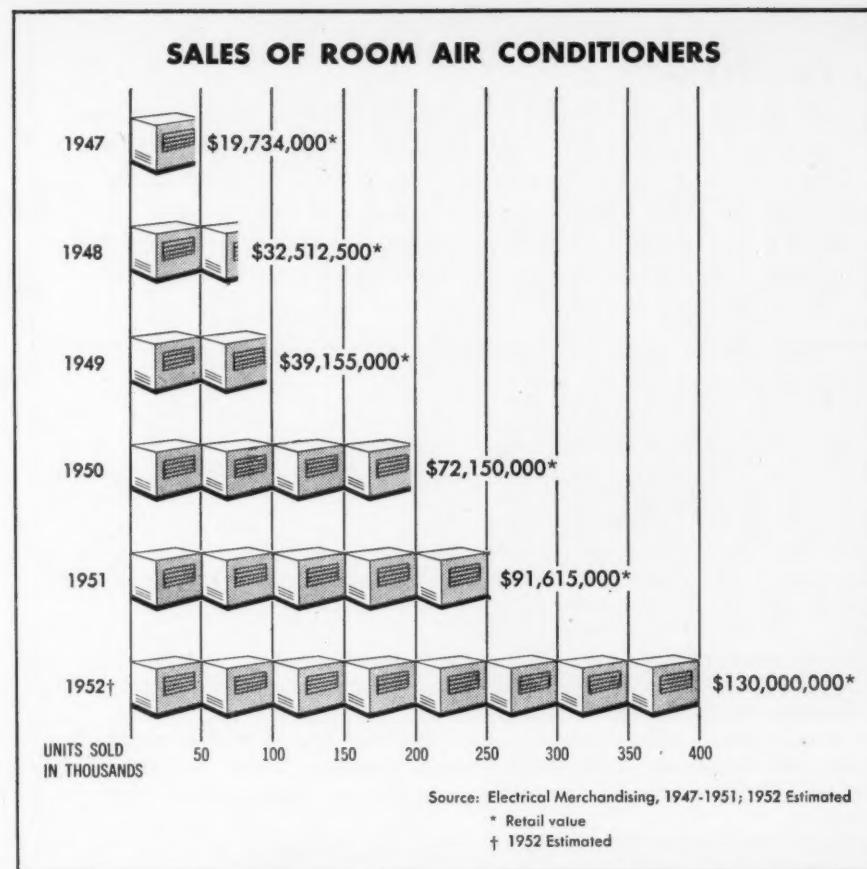
Competition is the basis of our economy, but in a market so unsaturated as home air conditioning (less than 1% saturated) the sales problem is not to obtain a share of the present infinitesimal market by overplaying particular brands or models. The problem is to increase this market to its full potential by arousing the consumer to the indispensable utilitarian need for air conditioning. Then consumers will demand larger quantities of all brands. Once air conditioning is accepted as a necessary utilitarian appliance (such as refrigeration, gas and electric range, radio, television and heating units) then the more competitive sales program will be in order.

2. Health benefits are ignored: Adequate consideration has not been given to economic and health benefits of air conditioning. Promotion fails to explain to the public how complete air conditioning (automatic control of temperature and humidity and removal of dust, pollen and bacteria) saves expenses on repair of woodwork, furniture, floors, and musical instruments which crack under natural weather conditions.

An appeal emphasizing savings in time, money and energy in household care and maintenance would evoke tremendous response. By cutting down work volume and by increasing productivity in home and office, air conditioning could provide more time for more essential and interesting tasks.

The public is not only unaware of these possibilities but is not informed about recent developments. Although everyone knows that it is more comfortable to live or work in an air-conditioned atmosphere, how many people realize that there are whole industries (30 or more) that owe their survival to air conditioning? Does the public realize that before industrial installation of air conditioning it was not uncommon for plants of all kinds (textile, machine parts, precision instruments, candy and confectionery) to close down operations during summer months. Plants were closed, with loss of income and production because products involved could not be made under summer or variable weather conditions.

Whether air conditioning for humans is less worthy of study than air conditioning for industrial machines is a question raised by a doctor many



years ago. The medical profession is ahead of the air-conditioning industry because it recognizes that the surest method for prevention of heat effects in man is artificial control of environment. This was pointed out in 1937 in the British Encyclopedia of Medical Practice. The air-conditioning industry has made little or no effort to bring to the public the story behind the statement made by a noted British investigator, Dr. A. M. Vernon, that "atmospheric conditions not only have a direct and immediate effect in the production of fatigue, but they exert a cumulative action, which in course of time influences health and mortality." The story would convince practical-minded housewives, retailers and other businessmen who are unmoved by visions of "cool summer comfort."

3. Marketing data are not used: The air-conditioning industry makes little use of information available in specialized medical and engineering journals. Knowledge of such things as optimum weather conditions for maximum human efficiency, the relation between temperature and humidity and physiological functioning, the effect of high temperature on physical and mental ability, the value of air conditioning in the nursery, sickroom and operating room, the indispensable

nature of air conditioning in some industries, its tremendous economic impact in others, is buried in technical language, available to and understood by a small group of specialists only. Is it not time for the air-conditioning industry to present this information in readable lay language?

In addition to keeping known economic and health aspects of air conditioning from the public the air-conditioning industry makes little effort to further the study of effects of air conditioning. The salesman's chief argument when he tries to sell a unit, is that "it will make you feel cool." It is up to your imagination to tell you how and why you should work and live under optimum weather conditions. Sales promotion, in which personal experience is the prime motivation, will sell some units, but it will never create a mass market.

Even on the industrial level, the air-conditioning industry does not make available studies to promote its product. Industrialists are anxious to know what air conditioning can do, whether rewards justify its cost. I recently received a barrage of letters from industrialists in various fields, as a result of an article on air conditioning in which I was quoted in *The New York Times Magazine*. These businessmen want answers to questions before they will recommend

They Could . . .

... design air conditioners to perform all sorts of tasks around the house or office. Predicts Frank Benedict, Westinghouse engineer: Air conditioners will be able to store sunlight and release it at night, and, of all things, waft "the faint fragrance of rose blossoms" into rooms in mid-winter. Benedict confides: air conditioners will be equipped with electrostatic air cleaners to filter out dust.

that their companies spend millions on air conditioning. Some were unable to obtain satisfactory data from the largest air-conditioning companies. A number of the answers are scattered in the literature of various fields, but air-conditioning companies do not seem to have either the inclination or the time to gather them. Other information can be obtained from a study of the records of companies considering the installation of air conditioning. More data, of course, can be derived from studies of plants that are already air-conditioned.

Another important field of technical research which will help to promote sales concerns the room air-conditioner. Its size and operating principles, elimination of noise, reduced cost of operation and the development of an all-year room unit for regulating winter humidity as well as summer temperature and humidity control, are technical fields of research for the development of air conditioning as a utility. Some companies are working in these directions. But the emphasis should be on development of an appliance or utility not on brand ascendancy in a luxury item.

4. Output is not geared to demand: Although most room air conditioners are produced on some type of assembly line, output cannot be increased substantially on short notice when demand exceeds supply, as it did last summer. Since demand for air-conditioning units as they are marketed at present depends primarily on weather conditions, units are built in advance and stored for short-season sales. Thus, supply cannot be geared accurately to demand, because the industry cannot predict weather. If nature provides unusually hot weather, sales increase, but the season is too short for the industry to step up output sufficiently in time to meet demand. If the summer is cool, special inducements, especially pricewise, are offered to move inventories.

When summer weather varies con-

siderably in different parts of the country (as in the summer of 1951 when it was cool in the North but very hot in the South, with a prolonged heat wave and drought in Texas) the industry is unable to move conditioners from areas of low to areas of high demand.

The short sales season and the dealer-distributor relationship are stumbling blocks to more flexibility in movement of conditioners from areas of low to high demand. If air conditioners were promoted as a necessary utility rather than as a luxury product, the sales season could be spread out and the marketing program could be made more flexible.

5. Dealers are not really helped: At the retail level of the industry sales operate within a framework of price-cutting, unfair competition, impulse buying, lack of direction from central offices of manufacturers. Home units are sold mainly on a price basis, with a variety of inducements used. Discount selling is widespread, especially before the first heat wave when dealers are concerned about inventories. At all levels of the industry, everything — sales, promotion, advertising and marketing — is crammed into an all-too-short period.

Central offices of many manufacturers offer little planned direction and help to put home air conditioning on a sound, wholesome basis. A flow of literature, suggested advertisements and sales promotional material come from the home office, some of it good. But the bulk of the material consists of canned throwaways which have been worked up without consulting distributors or salesmen.

The luxury point of view is reflected at the retail level. The retailer, like his customer, does not know the utility value of air conditioning. He, too, believes air conditioning is a luxury product. Because of the short season, he fears the cost and danger of carrying inventories and so employs every practice to get back his investment. The solution is

to recognize and to promote air conditioning as a necessary utility.

6. Dealers fool buyers: Because of the chaotic nature of the business the high degree of competition for the present limited market and the short period in which to realize a profit—standards in installation and service charges vary widely. Some unconscionable dealers lead the public to believe that the cost of the unit includes installation charges or that no special installation is necessary because "it uses no water, plugs into any outlet."

Consumers who are trapped into buying from these dealers find that they have to employ someone to install the conditioners. Then, of course, they are in a poor bargaining position. The writer witnessed a situation such as this in the office of a large New York City distributor when a man telephoned and asked the distributor to install his newly purchased unit. The retailer from whom he had bought the conditioner at a "bargain" price refused to install or service it. The distributor was too busy at the time with his own sales to oblige the man.

7. Poor instructions are provided: In order to impress upon the public the fact that air conditioning is provided in public buildings, especially motion picture houses, have been cooled below desirable limits. This has promoted the belief that air conditioning is bad, that there is too great a differential between the conditioned atmosphere and outside temperature, that this differential creates drafts and shocks the body upon entering or leaving the conditioned environment.

The air-conditioning industry needs to teach the public what air conditioning is, what it can do, how it should be used.

At its present operating level, the industry is meeting with marked success. Consumer acceptance is growing, sales are up, production goals for next year are in some cases as much as 35% above last year's output. Within the framework of a market bounded by the demand for a luxury product, the home air-conditioning industry is thriving. Its ultimate sales potential, however, lies in all structures: apartment houses, buildings, factories, stores, offices and private homes.

People will not ask themselves if they can afford air-conditioning any more than they now question whether they can afford heat. Air-conditioning will become part of the accepted way of living.

—And They're Back Home By Friday

Before executives took to the air—especially in company planes—a nation-wide series of sales meetings was as grueling and as time-consuming as a cross-country ride in a Conestoga wagon.

Now 8 executives of Minnesota Mining & Mfg. Co., St. Paul, and Batten, Barton, Durstine & Osborn, Inc., its advertising agency, can stow their props and themselves aboard 3M's Douglas DC-3 twin-engine plane on a Monday morning in St. Paul and set out to hold sales meetings in 5 cities in 5 days. They did that recently, staging the same sales show for "Scotch" brand cellophane tape at each stop. Their schedule:

Monday in Chicago: After a 350-mile flight, they set up props, staged an afternoon meeting, and told salesmen, among other things, how to get dealers to book larger orders to meet demand stirred by 3M's pre-Christmas advertising. The show over, the troupe enplaned in the evening for . . .

Cincinnati on Tuesday: Part of this show taught salesmen how 3M chose the "Hollywood Tape Tricks" theme advertising. For the second day in a row, the executives demonstrated the theme buildup with prop board and jig-saw pieces. At dusk the group was bound for . . .

Atlanta Wednesday, where—374 miles from Cincinnati—the airborne executives explained the importance of publicity and point-of-purchase material to draw buyers to dealers. On to . . .

Dallas for the Thursday meeting: Once again the principle prop was set up: an uncrated Xmas tree on which executives put signs and lights to demonstrate 8 basic selling points. Then they flew 574 miles to . . .

St. Louis Friday: Missouri salesman saw 3M executives describe a surprise item: a cellophane tape Play Box for youngsters, to go on sale during the holiday season. Finally . . .

Friday evening: The DC-3 returned to Wald-Chamberlain airport, St. Paul, and the executives joined their families after their 2,750-mile junket to 5 cities in 5 days.



PRIVACY OF PRIVATE PLANE: Executives hold meetings aloft, rehearse for sales shows, work on correspondence, make plans. They even communicate with their offices on radio telephone. Here: 3M and BBDO executives.



SALESMEN'S BONUS: L. F. Weyand, who started as a salesman and who now is 3M's executive v-p for tape, reminds salesmen that dealers sell 2 to 3 times more tape during the Christmas season than any other time of the year. Moral: Put 3M's 8-point merchandising program to work and make your bonus.

HE HELPED ... keep Chevrolet out in front. Henry G. Little, whose chief responsibility with Detroit's largest advertising agency—Campbell-Ewald Co.—has been the Chevrolet account, is the firm's new president. After 41 years as active head of the agency, Henry T. Ewald is giving up his president's chair in favor of the 50-year-old Little, who has labored night and day to keep Chevvy a fender up on its competitors. He joined the agency in 1944, was made executive v-p a year later. And before he came to Campbell-Ewald he had already rung up 20 years in the advertising business. Currently on the board of directors of the American Association of Advertising Agencies, the Advertising Council and the Advertising Federation of America, he's a past president of the Ad-craft Club of Detroit. . . . Ewald explained the move by saying he wanted to divide his responsibilities with a team of younger men. . . . Little, a fair-minded gent, believes that people like factual, hard-hitting copy better than the prosey type.



They're in the News



ONLY THREE TIMES ... in Gerald C. Denebrink's life has he changed employers: For 20 years serious-minded Gerry Denebrink was with Armstrong Cork Co. as director of merchandising of the Floor Covering Division and general sales manager of the Building Materials Division. He's just taken his third job, v-p in charge of sales for C. H. Masland & Sons. Behind the appointment is a story: Masland is divorcing its selling activities from Alexander Smith, Inc., which for many years acted for Masland in sales. By the end of next year—and from all practical ends, possibly before—the split will be complete. So Denebrink will be wielding the whip handle after he's fashioned it. . . . After his service with Armstrong the hard-to-rattle Mr. D. was v-p in charge of sales for Bigelow-Sanford until he resigned last spring. During the war he was a lieutenant-commander in the Naval Air Force. In that he followed somewhat in his brother's—Admiral Denebrink's—footsteps. Gerry was officer-in-charge of industrial relations for all Naval Air establishments. Taking his new post means swapping his apartment in one of New York's newest and *avant garde* apartments for the country airs of Carlisle, Pa.

MISS COLOR HERSELF... Dorothy Liebes has been called the "high-priestess" of the hand loom. The woman who is considered the greatest weaver alive, who has probably had a greater influence on the textures and colors of modern fabrics than any one contemporary creative artist has racked up a new first: She's been elected to the board of The United States Finishing Co.—the first woman to sit in that august session in the company's 112 years. It would be almost impossible to list all the honors which have been heaped on her beautiful head; she can't remember them all. But even if you, a mere man, aren't familiar with her name you have seen her designs. She's done everything from blankets to blinds, and they have been characterized by her use of strong color, metallic threads, amazing textures. Her textiles went into the new Lever House and the UN building. Strangely enough, she started her career weaving baby blankets. For a wallpaper house—United—she translated her fabulous weaving into wallpaper so realistic it must be felt to be believed. She once estimated that 200,000 people work on materials that stem from her designs or color ideas.



BY HARRY WOODWARD



THE TRAVELER... who got his pre indoctrination at Notre Dame. William E. Boss, tall, dark and handsome, never thought his jaunts with the Notre Dame teams (he covered some 50,000 miles as senior manager of athletics) would stand him in good stead in later life. But today, as the new manager of television market development for RCA Victor's Home Instrument Department, Bill spends a good part of his life hopping off and on trains, planes, "everything but dog sleds." He joined RCA Victor in '47, served for a year as assistant to the company's v-p in charge of consumer products. In his new job he'll be active in the opening and development of TV markets, including those created by the installation of RCA community Antenaplex systems and in the sales of TV receivers to hotels. Bill's the papa of two: His new son is seven weeks old; his daughter is 21 months. And things, people keep reminding Bill, run in threes.

Salesman meets scientist and . . .

Based on an interview

by Elsa Gidlow with

RICHARD STOVROFF • President
Compost Corporation of America

A scientist talking to himself: "There are precious minerals in the tons of waste from American dinner tables. There must be a way to retrieve them." There is . . . and today we have a product called "Com-Co" which is making hot news in agriculture. Read about . . .



"Controlled decomposition" may draw an "ugh" from you, but it's romance to Richard Stovroff (l), president of Compost Corporation, and Dr. Ehrenfried Pfeiffer (r), the scientist who produced the soil-food from garbage.

The Product They Found In the Oakland Garbage Heap

Meet Richard Stovroff, a gentleman with a red-hot passion for garbage.

Stovroff is president of Compost Corporation of America, San Francisco, as improbable a business venture as you may encounter in the next decade. The company's main product is "Com-Co," a fertilizer made—at the moment—solely from the garbage dumped by the city of Oakland, Cal.

With the zeal of an evangelist, Stovroff is out to prove to home gardeners and commercial growers alike that something made from waste products holds a precious secret of fertility. He's out to tell cities that waste can be turned into wealth.

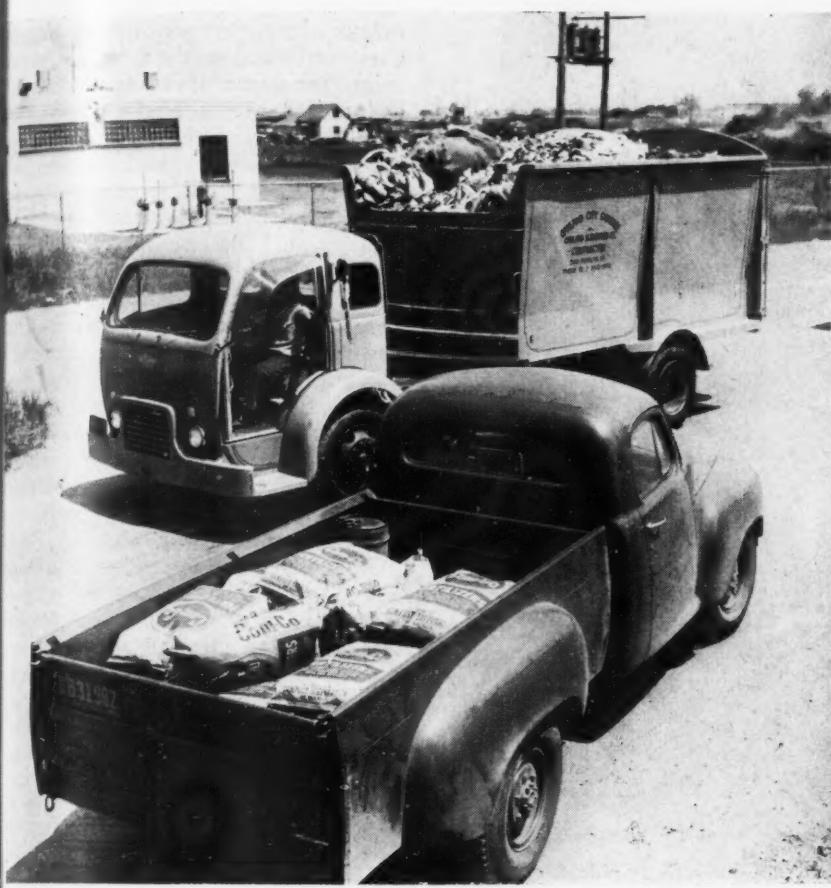
Stovroff is not a man selling a product so much as he is a man preaching a gospel. He talks of the need for "feeding the soil." He earnestly believes that converted garbage may some day become the basis for a national program in soil nutrition. He could be right.

Compost Corporation, housed in a 35-acre working and producing "pilot" plant, is a little over a year old. Its most indispensable workers give no labor troubles, never quit, and never have to be paid (although they are amply fed). They are members of some 32 species of carefully developed bacteria which won't harm humans or animals but will happily digest al-

most anything else. These bacteria at present are transforming about a fourth of Oakland's garbage—roughly, 100 tons a day—into rich, dark, earth-smelling loam reputed to be more valuable than any chemical fertilizer.

The garbage goes into one end of a system of conveyor belts, comes out compost at the other end. Although it sounds simple, it is a complicated process which involves precise sorting. The garbage is then loaded into dump trucks and unloaded where the grinding operation takes place. After it is mixed with soil and manure—about 15% of the total mixture—it is ground and the bacterial starter is

... waste is turned to wealth.



This is the story in one photograph: Oakland's garbage comes into the Compost plant as total waste . . . goes out as bagged Com-Co., a fertilizer which is producing eye-popping results on truck farms, and in nurseries, orchards, and home gardens.

mixed in. Pushed into piles by a bulldozer, the stuff steams and simmers as the bacteria do their work.

The valuable organic material which results helps to restore soil balance. It is claimed the soil will then produce crops richer in minerals and vitamins. Given good fertilizing methods, plus sufficient water, Com-Co increases productivity and aids in maintaining soil fertility.

Packaged in sacks for the small garden, or sold by the truckload to commercial agriculturists, this converted garbage has developed an annual sales volume of about \$250,000, with demand exceeding plant capacity. A new plant being built this year is expected to bring sales up to a million or a million-and-a-half dollars. But this is only a beginning, as Stovroff and his associates see it.

They have plans to set up a municipal division which will sell to municipalities the organic concept, the know-how, and the design for a standard garbage-to-compost conversion plant. They plan to extend to

other markets the present pattern for merchandising Com-Co to western home gardens. They'll seek to convince farmers and ranchers that their wealth, and the health and welfare of the nation, are closely bound up with feeding the soil. In this, proper application of organic materials is a vital element. It has the earmarks of a crusade.

The Com-Co story starts with a test tube and a sales-minded young man.

Dr. Ehrenfried E. Pfeiffer, a German-born biochemist, holder of an honorary U. S. medical degree, and authority on improved food production, was the gentleman with the test tube. During his researches Dr. Pfeiffer had brought together a group of bacteria capable of turning this nation's burden of garbage into a priceless 30,000,000 tons of compost, enough to fertilize 10,000,000 acres. With a portable hand grinder and a tube of bacteria, Dr. Pfeiffer demonstrated to Buffalo, N. Y., officials how that city's garbage could be an

asset. There was one problem: how to dispose of the large amount of paper which was in Buffalo's garbage.

On the day of the demonstration Stovroff, in the paper brokerage office of Buffalo Waste Paper Co., received a call from Dr. Pfeiffer. What suggestions could his company offer for utilizing the paper? Would it be worth sorting out and selling? On hand at 8 a.m. next day, Stovroff did not return to his office until 3 p.m. But it was not the waste paper deal which held him spellbound at the dump. The performance of Dr. Pfeiffer's bacteria fertilized Stovroff's thinking to the extent that he talked about it wherever he went. Soon after, he went to California, still talking "compost-out-of-garbage." In the late fall of 1950 Compost Corporation of America was born.

Dr. Pfeiffer became technical consultant. For a royalty, he has assigned on a contractual basis exclusively to Compost Corporation all rights to agricultural application of his bacterial research. With approximately \$300,000 capital and a deal to relieve Oakland Scavenger Co. of about a fourth of its daily haul of 400 tons of refuse, the company began to operate.

Says Stovroff: "As we saw it, we had three big selling jobs: sell the general public, including small gardeners; sell commercial growers; sell municipalities on following Oakland's successful example in accomplishing these two jobs."

First, Compost Corporation prepared to sell what Stovroff calls "household outlets": nurserymen, hardware stores and stores with garden supplies departments. In California where the company laid out its initial sales territories, there are about 47,000 possible outlets for a product such as Com-Co. Says Stovroff: "We could not start out with a sales force equipped to cover so many dealers, many quite small, so we resolved to look for someone selling non-competitive products to people we wanted to reach."

Seed companies were checked and Ferry-Morse Seed Co., Detroit, was chosen. Stovroff told the story of how Com-Co treated soil. Ferry-Morse executives tested Com-Co on their own lawns. The company used four truck loads in experimental landscaping of the grounds of its new \$3-million building in Mountain View, Cal. Four months later a contractual arrangement was worked out, making Ferry-Morse exclusive garden-trade distributor in California for Compost Corporation.

The company then backed up



What is Com-Co? Al Zadig, executive assistant to Compost's president, explains. Tank on right holds raw garbage, middle one holds half-finished compost, tank on left holds Com-Co. Zadig roams the field giving talks before grower-gatherings.

Ferry-Morse and its dealers with a promotional program which included movies, charts, graphs; open-house nursery gatherings and exhibits of test plants; question-and-answer exchanges with customers; educational literature, advertising, and a television spot film to stimulate dealers.

Using Com-Co to condition Ferry-Morse grounds provided excellent performance data. Combined with reports of similar tests elsewhere, these data were used in selling to nurserymen. Nurserymen, in turn, used the information in their own selling. The experiments carried the authority of having been directed by Dr. Pfeiffer.

It is the custom of California nurseries to hold open house during the garden season. Compost Corporation helped Ferry-Morse to turn some of these events into educational sessions for Com-Co and to promote the value of organics in home gardening. Dr. Pfeiffer and his assistants participated, explained technical aspects, educated people in the importance of healthy soil, and showed them how to handle Com-Co for best results. Color charts and growing

graphs were used. Living plants grown with and without organically reinforced soil were on exhibit.

The story told to guests of nurserymen was the same story told in all the company's promotion: that Com-Co is "an organic product, fully decomposed in the form of humus . . . A source of available nitrogen, phosphorus, potash . . . A non-leaching reserve supply of plant foods as your crop needs them . . . Better water-holding capacity; improved soil friability and structure . . . Soil-enriching bacteria added to speed the formation of humus . . . Perfect safety; less danger of burning plants or roots; no weed seeds . . . A sound base for a program of permanent soil fertility . . . Free field service and consultation . . . Greater value for your dollars."

One problem was that nurserymen by nature are service men, not salesmen. Few were willing to undertake the selling job the company felt the product warranted. So Compost Corporation experimented. A short movie for television was produced. The Com-Co story was condensed in

a one-minute spot. It was televised in the San Francisco and Los Angeles markets. At the end, names and addresses of nurserymen carrying Com-Co were flashed on the screen.

To earn free advertising, dealers had to sell a minimum quantity of Com-Co. Says Stovroff: "We were amazed at the enthusiastic dealer response. They really worked to earn that spot." Nurserymen began to take personal interest in Com-Co, to experiment with it in their landscaping work. The company's claims were substantiated. Nurserymen sold their customers. Resultant demand was so great that the company had to suspend the television program, originally scheduled for three months, after it had run for five weeks only. "It went way beyond our expectations," Stovroff says. "We couldn't produce fast enough."

This point-of-purchase activity was backed up by advertising in newspapers and home and garden magazines, personal interview programs in which Stovroff told his story over the radio, talks at garden shows, and educational literature on the organic fertilizer concept. The latter, printed in quantities of from 20,000 to 50,000, told the story of "green manuring," of "your soil and organics" and related subject matter. The literature was made available free for distribution through nurseries and other dealers.

At the beginning of this year, Compost Corporation set what it considered to be a reasonable monthly sales quota. The year isn't over, but sales now are seven times the quota, with demand exceeding production. The plant runs on two shifts. It could run on three, but time is needed for the cleaning of equipment.

The second phase of the program, selling commercial agriculturalists, is more interesting, although slower and longer-ranged in operation. Two facts should be kept in mind to appreciate the company's problem: Farmers as a rule are promotion-shy because of having been oversold on unsatisfactory products. Results in agriculture may not be evident for a relatively long time.

Explains Stovroff: "With a product designed to obtain results in agriculture there is a time lag to contend with. Lettuce, one of the quicker crops, takes 90 to 105 days to grow. Walnut trees fertilized now will not show results for about two years. This is true of most orchard crops. But a farmer, to be convinced that he does not have a one-shot deal, likes to make the application two or three times before he commits himself to a program. It may mean tests over a

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period of five or six years. This results in an unusual sales problem."

How is this sales problem met?

"We sell, from start to finish," Stovroff answers, "the concept on which Com-Co is based. We build acceptance from the ground up, not by selling or promotion in the ordinary sense, but by providing visual proof of our claims and by giving customers and prospects personalized service on their problems."

It isn't hard to find farmers with problems. Most farmers know their expense for fertilizer is going up. Insect infestation, which results from intensive modern agriculture, has caused an increasing rise in cost of insecticides. Maintenance of holding qualities (ability of the product to stand up under handling) is another problem. Compost Corporation maintains that rich, well-balanced soil will reduce, or help to reduce, these and other problems. At the same time it will maintain or increase soil fertility and productivity.

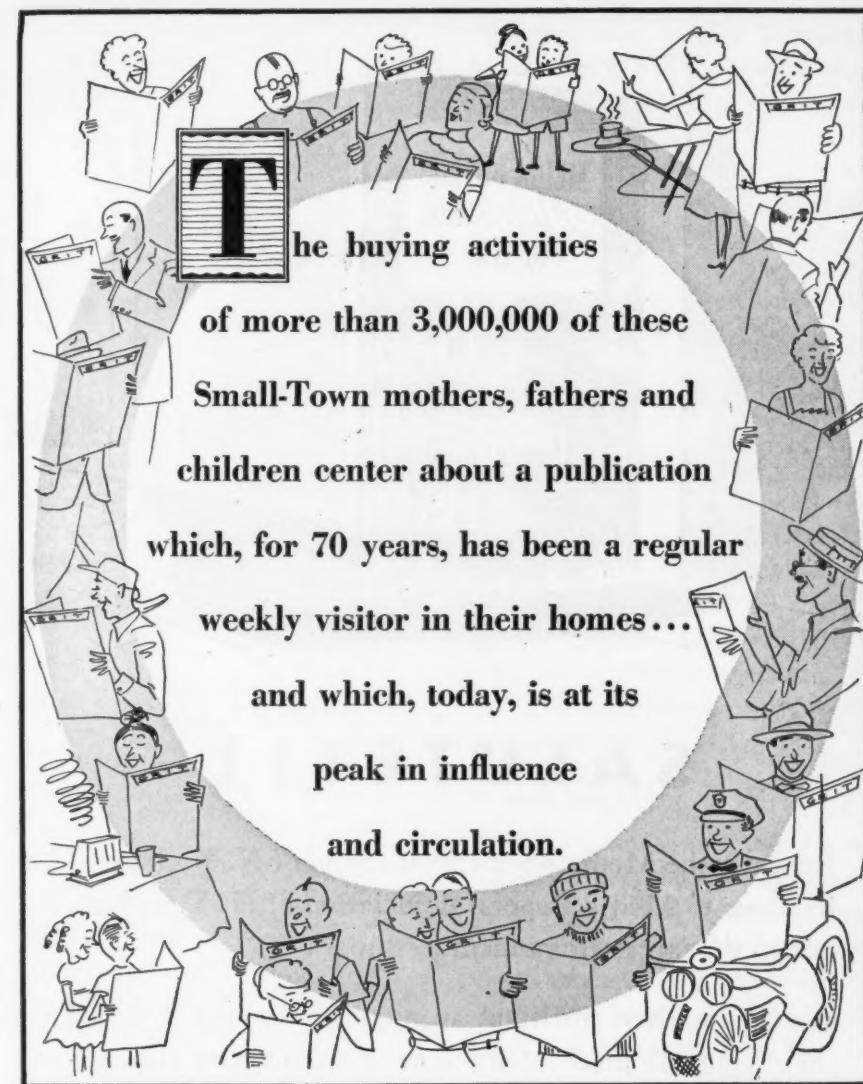
Experimental Ranch

Compost Corporation has two major means of getting the attention of farmers in a locality. It does experimental work with, for, or in conjunction with their own grower or marketing groups. It works with farmers who are leaders in their regions.

An instance of the first approach is the work the company has started with one of the grower-shipper associations in Salinas. This group has an experimental ranch. Compost Corporation interested it in an experimental program involving complex tests with Com-Co and other methods of produce growing, covering periods from 2 to 10 years. Nothing conclusive can be given so far on these particular tests, but Compost Corporation executives have no doubt the tests will confirm all its test-farm data on hand.

"Results you have from one locality have to be re-proved to farmers in another," Stovroff points out regretfully, "even though many of the conditions may be the same."

Farmers within a locality follow with keen interest methods of their most respected fellow-agriculturists. Compost Corporation looks for agricultural leaders. They may be the most difficult to sell, but their influence is widespread. The company ferrets them out with the aid of its seven technically-trained field men. Or it learns of them through dealers, the fertilizer and insecticide supply



Few publications have a history as long and productive as **GRIT**. Few publications have an audience as attentive or steadfast. Few publications can show such generation-to-generation reading.

Today the circulation of **GRIT**—largely a weekly cash-on-delivery sale through 30,000 boy salesmen—is greater than ever.

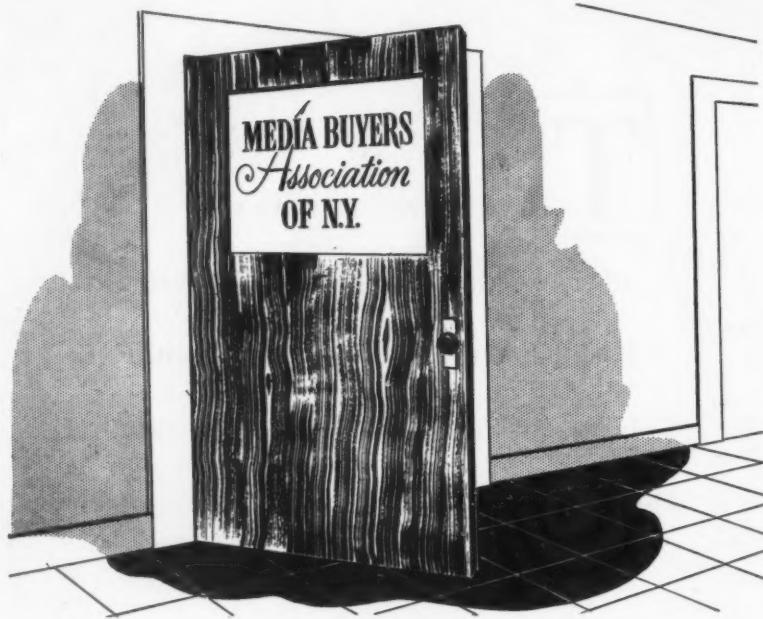
Today the influence of **GRIT** in moving brand name merchandise is greater than ever.

Today the position of **GRIT** in the Small-Town Market is firm and secure. So is the leadership of products advertised in **GRIT**—as the current Reader Survey so clearly shows.



WILLIAMSPORT, PA.

SMALL-TOWN AMERICA'S GREATEST FAMILY WEEKLY



SALUTE !!!

Recently the Media Men's Association of N. Y. changed its name to Media Buyers' Association of N. Y. and admitted the fair sex to its membership.

We salute these brilliant women for having attained their rightful place along side of the men in this all-important function of advertising.

We salute the jobs they have done and the jobs they will do in the future.

No business whether national or local can attain its full stature of economic importance without the feminine touch. The intelligence, inspiration and intuition which they bring has helped to shape the destinies of industry.

"LOCALNEWS DAILIES—basic advertising medium"

The Julius Mathews Special Agency, Inc.

NEWSPAPER REPRESENTATIVES

**NEW YORK • DETROIT • CHICAGO • BOSTON
PHILADELPHIA • PITTSBURGH • SYRACUSE**

men who serve the farmers. It persuades these leaders to use Com-Co to meet a tough problem. The company checks each step of the experiment, and provides counsel. It makes certain that in these experiments farmers maintain "check plots" or controls. Compost Corporation men call back regularly and keep all records. The farmer, if he wishes, keeps separate records.

"The prime sales job of our field men is to keep in close touch with this usage," Stovroff explains. "It's more important than making new sales. These visible results, which usually involve a problem of interest in the area, will sell more Com-Co in the long run than any one man could sell by approaching other farmers. What is more lasting is its effect on our business: It sells the concept."

"Leading farmer" usage tests of Com-Co have been started on more than 200 farms in California. It's a continuing program.

Many Sales Problems

Dealers are always brought into the picture if the outstanding farmer has not been discovered first through the local dealer. In entering a new locality, Compost Corporation does not give anything away. The farmer buys his products from the dealer. The company adapts itself to community selling and pricing practices, and adjusts to the former's working methods.

Stovroff emphatically maintains that no farmer values what he does not work or pay for. The farmer must be willing to buy all the Com-Co he uses before he is considered sold on the test. Because many of the farmer's habits of thought and operation must be changed before he can fully accept the new approach in soil nutrition, Compost Corporation adapts itself in every way possible to his methods.

For example, in some places farmers contract out fertilizing or harvesting chores. In others, they have their own equipment and workers. If there is no local contractor able to handle the Com-Co method, the company will set one up.

Compost Corporation adapts itself to dealers' practices, too. Some dealers serve customers F.O.B., some with freight allowance, and others quote a delivered price. "We follow the practice of the community in which we are trying to sell," says Stovroff.

It's a firm policy of Compost Corporation to take the most difficult

You can sell anything in America...

but at what cost?

**Some ideas of special interest
to manufacturers of consumer durables
whose mounting sales costs
threaten profit margins**

There was a time when a manufacturer with a fair-to-middlin' product could build a profitable sales volume just by telling a helluva lot of people about it over and over again. Came competition. Came higher operating costs. Today, for many, unit sales costs must be reduced. *Selective* selling and *selective* advertising are indicated. So, isn't it possible that the manufacturers of certain types of consumer durables, like home appliances, could learn something from the tried and proved marketing and advertising methods of industrial equipment manufacturers? After all, many home appliances are to the home owner what plant equipment is to the factory owner. And the manufacturers of plant equipment have *never* known the relative ease of getting business through mass-market promotion techniques. They've *always* had to learn where to aim, how to aim, how to make it pay out.

**These things are Standard Order
of Procedure to the experienced
industrial marketer:**

1. To investigate the various markets

for each product in order to identify and cultivate the best prospects in the most fertile fields.

2. To apply a ruthless, realistic cross-examination to all available media so as to ferret out those which accord the best coverage of the best prospects under the best auspices—product by product and market by market.

3. To uncover the true conditions to be met in each field in terms of prospect viewpoints, prejudices, confusions and practices which might cue the best sales and advertising approaches for each product in each field.

4. To use all available devices to coordinate advertising, merchandising, sales promotion, distributor and dealer tie-in and publicity in order to squeeze the last thin dime's worth of value out of every dollar of advertising expenditure.

5. To address most of the advertising to those prospects who have an interest at the time—advertising that

tells them clearly and unequivocally what they want to know about performance, range of application, sizes, prices, availability, delivery, service.

6. To illustrate and describe products in ways that will help prospective purchasers to see the advantages of the product to them. (There's a big difference between merely *stating* features and telling what the features mean to the *user*.)

7. To make full use of all forms of product literature that might apply profitably—catalogs, bulletins, handbooks, instruction manuals, informative labels, article reprints.

8. To work persistently and unceasingly for improvement in every detail of sales approach, copy, media, merchandising.

It ain't easy!

These methods and techniques, which are all in the day's work to the trained industrial marketing man, are a pain in the neck to most advertising men who've been brought up in the consumer goods field. In the past, many manufacturers have not found it necessary to dig that hard or think that hard or work that hard.

Maybe, for many, it isn't necessary today. But we can't help wondering—aren't some manufacturers of consumer durables beginning to ask themselves:

"Could the judicious application of tested and proved industrial marketing techniques help us move more of our most profitable items at lower unit sales cost?"

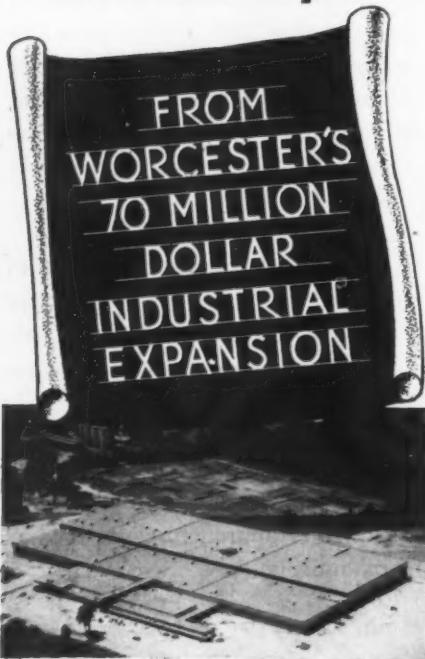
THE SCHUYLER HOPPER COMPANY

12 East 41st St., New York 17, N. Y.
LEXINGTON 2-3135

MARKETING • ADVERTISING
SALES

"Advertising that sells by helping people buy"

Greater Purchasing Power Now On Tap...



Norton Co.'s new \$6,000,000 machine tool plant in Worcester

Since June a year ago, Worcester industry has completed or undertaken new construction and expansion totaling well over 70 million dollars, divided not among two or three, but 27 diversified concerns.

For advertisers alert to stable markets which show increasing purchasing power, this is a dividend on top of Worcester's Value-Added-by-Manufacture in 1951 of 708 million dollars.* Every cent of the buying potential represented by these figures, can be reached by advertisers in the Worcester Telegram-Gazette. Daily circulation 153,234; Sunday 104,542.

Sales Management 1952 Survey of Buying Power; further reproduction not licensed.



WORCESTER, MASSACHUSETTS

George F. Booth, Publisher

MOLONEY, REGAN & SCHMITT, Inc.

National Representatives

OWNERS OF RADIO STATION

WTAG AND WTAG-FM.

About Compost's Chief:

Richard Stovroff hails from Buffalo. He got his early education at Nichols School and Penn State, later touched bases at Wisconsin, Northwestern and St. Louis University. But when he acquired a diploma, it came from the University of Buffalo.



STOVROFF

He's an outdoor man, likes sailing, swimming, golf, squash. Is an ardent amateur chef. As a director of the Boys' Club of Oakland, he spends much of his extra-curricular time working in behalf of underprivileged youngsters.

jobs, problems the farmer has been unable to overcome. More is accomplished with these problems than would be accomplished with spectacular results on routine procedures. Dealer salesmen are shown how to follow similar selling methods. This may appear to be slow work, and by some standards it is, since a field man cannot hope to contact more than 25 farmers a week. However, it gets results because word travels fast in farming communities when news involves better crops. In addition to personal contacts, group educational work is done through farmer associations.

Here promotional literature is helpful. Papers written by Dr. Pfeiffer, brief articles reprinted from magazines, material outlining the Com-Co concept and mentioning Compost Corporation and its products as information only have given the best results. These are supplemented with brochures which more specifically sell the products, but which adhere to the semi-technical, educational approach.

In one year the company has made surprising headway. Instead of skepticism, its field men encounter respectful attention, and each day the product is gaining in prestige. This is reflected in sales. The company is hurrying completion of its new plant so it will be able to convert faster more of Oakland's garbage into the "black gold" of wealth and health-building loam. "We just didn't anticipate such a fast development and demand," Stovroff says.

Neither did Compost Corporation anticipate its second product, Com-Co

bacterial spray which was developed on demand. The spray breaks down quickly crop residue on fields, stubble, cover crop and manure in the same way garbage is broken down by bacterial action. The company claims that in addition to saving the farmer's time, the spray increases availability of plant nutrients, eliminates waste with plugged seeders, prevents large pieces of buried stubble from ripping young plants out of their beds, etc.

Compost Corporation's third selling job — to municipalities — is in stages of development. An engineering survey has been completed, one part of which will provide a basic, standardized plant design similar to the new Oakland plant. This plant can be set up and operated anywhere in the world. The second part includes the concept and the method by which any community can turn garbage into revenue with a capital investment of less than \$300,000, instead of having to spend large sums to solve disposal problems.

A medium-size city, for example, would have to spend three-quarters of a million dollars for an incinerator and approximately \$300,000 a year to operate it.

"This may be our biggest selling job," Stovroff points out. "To tackle it our Municipal Division is being set up. We have requests to submit recommendations to cities throughout the country. We are having simultaneous discussions with groups in cities such as Poughkeepsie, Dallas, Seattle, Long Beach, Baltimore, Kansas City, Baton Rouge and St. Louis. I feel a little like a juggler."

Nation's Business started going up 18 years ago.

It has been going up and up ever since.

18 years, 36 semi-annual ABC statements
without a miss!

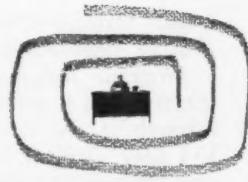
Started at \$7.50 for a three year subscription.

Just to make it tougher, that kept going up, too!

Eighteen dollars now, and we're over 800,000
— all businessmen — and still going up.

No other magazine for businessmen so high.

mass coverage of business management



Nation's Business

A GENERAL MAGAZINE FOR BUSINESSMEN • WASHINGTON 6, D. C.

AVERAGE NET PAID ABC

December 1951 ... 792,064

June 1951 761,559

upped to \$18.00 for 3 years

December 1950 ... 720,914

June 1950 675,251

December 1949 ... 660,647

June 1949 657,306

December 1948 ... 636,736

June 1948 610,631

December 1947 ... 585,634

June 1947 571,635

upped to \$15.00 for 3 years

December 1946 ... 530,480

June 1946 479,672

December 1945 ... 461,633

June 1945 456,640

upped to \$12.00 for 3 years

December 1944 ... 451,385

June 1944 431,376

December 1943 ... 411,582

upped to \$9.50 for 3 years

June 1943 397,851

December 1942 ... 387,226

June 1942 374,638

December 1941 ... 363,130

June 1941 359,171

December 1940 ... 356,480

June 1940 348,220

December 1939 ... 337,157

June 1939 324,229

December 1938 ... 313,090

June 1938 306,421

December 1937 ... 297,317

June 1937 288,542

December 1936 ... 284,580

June 1936 276,189

December 1935 ... 274,426

June 1935 269,066

December 1934 ... 257,163

June 1934 248,494

Subscription \$7.50 for 3 years



NEW APPLICATION for established product is part of Polyken's sales strategy. Here Studebaker engines are taped to seal out dust during shipment. Creative? Tape does things you never thought it could do . . .



EXAMPLE: Fiberglas-backed tape keeps jet unit intact during terrific takeoff thrust. It took insight to recognize this market at Aerojet Engineering Corporation's plant.

Productive Teamwork between Manufacturer and Distributor:

How Do You Breed It and Keep It Healthy?

What can you do for your distributors, and for the distributors' sales forces, that will deepen their enthusiasm and interest in your line to the point where they will do creative selling for you? Polyken has found some answers.

Based on an interview by David J. Atchison with
GEORGE C. STINEBACK
Manager, Polyken Department, Bauer & Black

"If we're going to sell through distributors, there are certain steps we should take to make them effective. We will not say 'What's the use?' and *hope* they will sell for us."

That statement was made by George C. Stineback, manager of the Polyken Tape Department, Bauer & Black, Chicago, division of The Kendall Co., Boston, at the close of World War II when the company had to choose between organizing its own sales staff or setting up a sales network through industrial distributors. It chose distributors. Today

it sells through 150 of them.

Since then Polyken has developed a program for making distributors effective and is profiting substantially through it. In fact, one year after V-J Day, civilian domestic sales volume for industrial adhesive tapes equaled peak wartime volume. Current sales are several times greater.

Stineback's point of view of harmonious and profitable manufacturer-distributor relations is something like this:

If a manufacturer chooses to sell through distributors rather than

through his own sales organization, the success of that relationship can rest only on:

- ... mutual trust and respect between factory and distributors;
- ... complete agreement on basic matters of policy;
- ... carefully defined responsibilities for both parties;
- ... conscientious follow-through to meet those responsibilities.

"In establishing our distributor program," Stineback explains, "we believed it possible to make a profit for ourselves and for our distributors, and yet retain the fundamental and necessary control of our own business—which the majority of manufacturers seem to think can be accomplished via a direct sales force only. We have retained our faith in that belief."

These are the planks in the policy platform which are the basis of Polyken's arrangement with distributors:

1. Protection for the distributor as the "prime mover" of Polyken products: Says Stineback: "If you have a distributor program, make it



THEY'RE ALL SALESMEN

Does your advertising benefit them?

Those fine sales helps that come out of good advertising programs should reach distributor salesmen as well as a manufacturer's own sales group. Both groups should be well informed in order to deliver top results.

Distributor salesmen are an addition to a manufacturer's selling force and they are of as much value as his own men.

In addition to passing along those fine sales helps successful manufacturers are including informative advertising in *Industrial Distribution* to keep distributor salesmen posted on products, product uses, markets and policy.

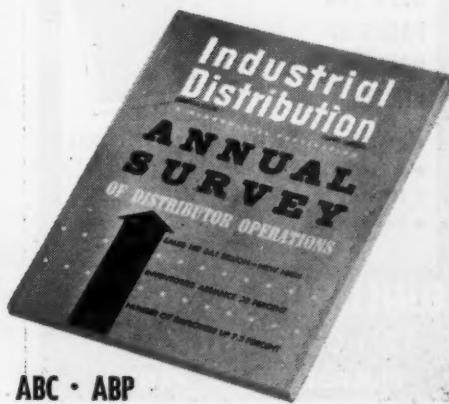
Industrial Distribution is the only magazine published exclusively for distributors and their salesmen . . . take advantage of the opportunity it offers to contact this successful selling group.

Include it as a basic part of your advertising budget.

*The only magazine published primarily
for distributors and their salesmen.*

Industrial Distribution

A McGRAW-HILL PUBLICATION
330 WEST 42nd STREET, NEW YORK 36, N. Y.



Personal... "Different" ...
The Perfect Gift
For Colleagues...
Customers... Salesmen...
Friends

ExecuTIES

BY SPARKY

- ONE TIE OR TEN THOUSAND
- FOUR-IN-HANDS OR BOWS
- ANY COLOR—ANY NUMBER OF COLORS
- ALL-OVER PATTERNS OR MODERN "SPOT" DESIGNS

Your own product or trade mark distinctively printed on finest silk foulard! Not gaudy "gag" ties, but true luxury neckwear top executives are always proud to wear. Yet those who see and wear these ties are constantly and subtly aware of your product! All ties are designed and produced in our own plant, to meet your exact specifications.

Phone **WIRE** Write
FOR FREE DESCRIPTIVE CIRCULAR



Sparky Specialties, inc.

479 Milwaukee Ave. • Chicago 10, Ill. • Monroe 6-7814



• GIFTS • PREMIUMS • AWARDS

BUY DIRECT FROM THIS 1953
WHOLESALE CATALOG

WRITE
FOR
CATALOG

OVER 280
PAGES OF
NATIONALLY
KNOWN



- DIAMONDS
- ELECTRICAL APPLIANCES
- WATCHES
- TROPHIES
- JEWELRY
- PEN SETS
- SILVERWARE
- LEATHER GOODS
- MANY OTHER GIFT LINES

WALDRON & CO., INC.

1211 CHESTNUT STREET
PHILADELPHIA 7, PENNA.

How Stewart-Warner makes ONE TAPE do the WORK OF TWO



1. A packed South Wind heater for the Army is sealed with waterproof Polyken Tape No. 215.



2. The carton is then bagged in an aluminum foil-lined sack from which it is removed. This bag is placed in a slightly larger carton.



3. The outer carton is sealed like the inner one with Polyken Tape No. 215.



4. Spare parts get the same government-approved treatment.

Polyken Industrial Tape
Cuts Costs and Improves
Gov't Spec. Packaging
of South Wind Heaters

Stewart-Warner Corp. initially used two different tapes to seal sun and outer cartons containing South Wind automobile air conditioners for military and civilian use.

Then they switched to simple Polyken Tape No. 215 for both. A follow-up check by package engineers revealed that the tapes were being sealed more securely, packaging costs had been reduced and the possibility of water damage to the wrong tape had been eliminated.

Polyken No. 215 clearly won for this Stewart-Warner job, was nominal, waterproof, and conform to Government Specifications JAN-F-327, Type I Grade B.

More than 300 other Polyken pressure-sensitive tapes are in use, service, all tailor-made to reduce time, money and effort. Send a coupon for free tape samples in booklet.

Polyken
INDUSTRIAL TAPES

Department of Bauer & Black
Division of The Kendall Company

Polyken Dept. 460
102 West Adams St., Chicago 6, Illinois
For specifications, samples, and further information on
No. 215 and other Polyken Tapes, please send your
FREE BROCHURE, "Tape is Your Tool".

Name	Title
Company	
Street Address	
City	State

a real program. Don't try to work both sides of the street, despite the many temptations to do so. Restrictions should be placed on distributors' activities. Tell them what they are." Polyken's restrictions: The company reserves the right to sell to the Government, and to serve a limited number of prime automobile manufacturers who have been sold direct since 1939. All other business, without reserve, is done through distributors.

2. Limitation of number of distributorships: Polyken does not want any more distributors than are necessary to cover the industrial market. It would like to provide a ratio of approximately 100 manufacturing accounts to each distributor salesman. This number is realistic for Polyken because there are thousands of prospects, thousands of applications. The company wants each distributor to have sufficient profit on the line to keep him actively interested in creative selling.

3. A clear-cut price policy: Polyken does not have a scale of quantity discounts to distributors; they order straight across the board from the company's price list and arrange their own discounts with their customers. The over-all distributor discount is regarded essentially as payment for the functional service the distributor

provides in the flow of products from factory to consumer.

4. A practical, thorough-going sales training plan for distributor salesmen: Says Stineback: "We were not naive enough to think we could automatically get dynamic activity from distributor salesmen who have many lines to sell, many stops to make, and who, as a group, are not well trained. The majority of distributors under-estimated the need for training.

"Further, the average industrial salesman may have 400 accounts, but he can live by selling to perhaps 100. Our basic problem was that there are thousands of manufacturers who are potential users of Polyken tape, but untrained salesmen might fail to recognize many of them."

5. Advisory and supervisory help from Polyken salesmen: Each Polyken representative is responsible for from 6 to 12 distributors. He is not a "salesman" in the strict sense of the word. He does not carry an order book, rarely makes calls except in the company of a distributor salesman with whom he works in the interests of refining his training.

6. An array of carefully designed sales tools.

7. A cooperative advertising-promotional program.

In return, Polyken expects this co-

operation from the distributor:

... He must engage in aggressive, creative selling.

... He must have within his organization an adequate sales promotional setup to give the Polyken program direction and stimulus between visits of the Polyken field representative.

... He must bear the expense of sending men to Chicago for participation in the Polyken sales training course.

... He must share the cost of sales promotional tools.

... He must be willing to work on a basis of a contract which comes up for renewal once a year.

Since Polyken's training plan for distributors plays such a dominant role in creating and maintaining the happy relationship between the company and the distributors, it is worth more than casual examination.

School Is Essential

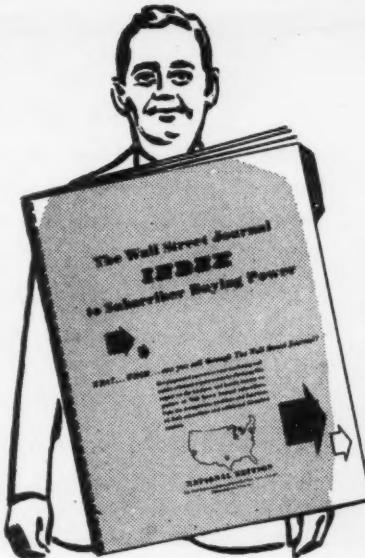
The program is made up of a number of parts. The core is the series of five-day schools conducted once a month, 10 months out of the year, with a two-month vacation period in July and August.

Classes are held in a room near the Polyken office. Eight men from the company are instructors for groups of not more than 14 students. The usual procedure is to break the student body down into groups of three or four with an instructor assigned to each group.

The salesman who goes to Chicago at the distributor's expense has to be in class by 8:30 a.m. and stay there, except during lunch hour, until 5:00 p.m. He attend an evening session from 7:30 to 10:00 p.m. "A tough schedule," says Stineback, "but by the end of the week they know how to sell tape."

The students learn by participation in the sales seminars. "They never drowsily listen to a lecture," Stineback points out. They record important points in their notebooks. They learn by repetition: take the product line, organize it as to backing material (fabric), reorganize it on the basis of chemical treatment of backing material, then go over it for the third time to emphasize the adhesive used. They get full information on competitive lines, and detailed instruction in the right tapes for specific jobs.

At the end of the week, each man



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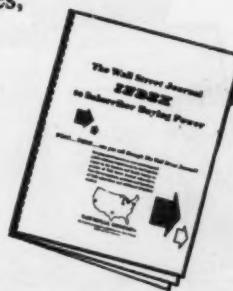
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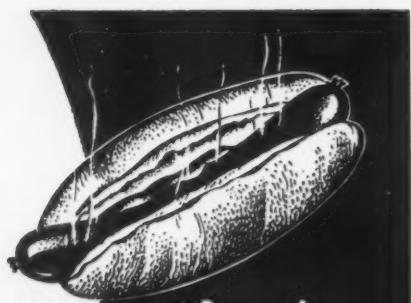
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44 Broad St.

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911 Young St.

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415 Bush St.



Here's a
"RED HOT"
test market
for
FOOD ADVERTISERS

ROANOKE

Isolation... minimum penetration from outside newspapers... "average Joe" people... Roanoke has always been a "hot" market for testing food products because of these things.

Now it's "red hot!"

"Red hot" because something new has been added: the Roanoke Market Development Plan. This Plan brings the leading food retailers and wholesalers in the 16-county Roanoke market advance notice of your advertising. It's done through weekly bulletins and personal calls! And this advance notice gets you more dealer tie-in advertising, more point-of-sale support.

HERE'S THE
STORY...

"Look Who's Behind You" tells you just what we're doing locally to make your national advertising more effective. FREE! Write Sawyer, Ferguson, Walker Co., 60 East 42nd St., N.Y. 17 or

ROANOKE

TIMES AND WORLD-NEWS
ROANOKE VIRGINIA

SAWYER • FERGUSON • WALKER CO.
National Representatives

The Polyken Background

Manufacturer of surgical tape for more than 50 years, Bauer & Black claims it marketed the first industrial pressure-sensitive tape, Tirro, in 1921. Nothing of consequence came of this product, however, because it lacked a promotional and marketing program.

In 1938 the company resolved to create a place for itself in the expanding industrial tape industry. At that time there was formed an independent organization which was responsible for distribution and promotion of industrial tape.

Founded as the Industrial Adhesive Tape Department of Bauer & Black, January 1, 1939, the organization's growth after 10 years justified separate trademark identification for the business, and it became Polyken Industrial Tape Department.

Although greatly expanded during the war, Polyken industrial tape needed many peacetime uses to survive. Manager George C. Stineback had this fact in mind when, in 1945, he and his staff blueprinted peacetime sales machinery.

Speed was essential, since the company's competitors, well-entrenched before the war, had sales staffs 20 and even 100 times as large as Bauer & Black's staff, which then numbered 4 salesmen for less than 30 customers. At that time the company decided to throw in its lot with distributors. The accompanying article tells what the company does to make that relationship progressively more productive.

is tested on his knowledge of the 24 basic Polyken tapes. Sample tapes are put in a row, and he is asked to name them. Accuracy is usually about 95%. The last day of the school week is devoted to sales strategy.

So accomplished has the Polyken staff become in teaching that distributors now clamor to get their men into the sessions. One distributor rearranged his normal business schedule so he could send his tape promotion manager and his entire sales staff of Chicago. Another insists that each new man go through the school whether he sells tape or not, because he believes it offers "an ideal basic sales training course."

Distributor salesmen probably learn more about Polyken industrial tapes than they know about any other product they carry. They are told that this line "has no place in the kit of the order taker. It is sold beyond the purchasing department . . . into the factory, standards department, engineering, packaging and methods divisions . . . No two tape problems are the same."

As a matter of fact, tape is sold to almost every type of industry, from doll makers to locomotive shops. Its

use falls into two general categories: (1) protection, (2) tying, bundling, holding and repair.

In discussions of sales strategy it is pointed out that tape sales normally come from one of three sources: writing business now going to competitors; selling the right tape for the job where competitors are selling the wrong tape; developing a new application—a difficult but interesting type of sale.

Here are other well-established elements in the Polyken training plan:

The Road Show: A four-hour basic line training program, illustrated, for wholesaler salesmen, the purpose of which is to arouse their interest in the program.

Area Two-Day Schools: At regular intervals, under the direction of Polyken district managers, two-day schools are held in each major market area by key salesmen of the several selected distributors in the area. This is a refresher course.

Distributor Sales Meetings: At least three times a year a Polyken representative holds a two- to three-hour formal meeting with the salesmen

of each distributor. Object: to present new products and new merchandising and sales programs. More frequently, there are half-hour meetings devoted to specific products.

Training by the Tape Promotion Manager: Having received the benefit of a full week of training in Chicago, the distributor's tape promotion manager is expected to continue the training of the distributor salesmen by working regularly with them in the field.

Stineback believes in the right sales tools for salesmen, but he considers them right only if they encompass all three keys to close a sale: what to sell, how to sell it, where to sell it. Polyken's tools are:

The Polyken sample kit: (what to sell) This kit, for which the distributor pays \$8.50, presents the entire line.

The Polyken sales manual: (how to sell it) It contains all the information the distributor needs, technical and specification aspects, applications.

The Polyken tape use manual: (where to sell it) It lists more than 1,500 known Polyken tape applications, classified by type, size and industry on the basis of industrial classifications used by the U.S. Census. Tells where to sell tape, the use the customer may find for it. Examples: Furniture manufacturers tape drawers closed for shipment, tape down moving handles. Automobile manufacturers use tape for masking before painting, for covering open cylinders to keep out dirt and moisture.

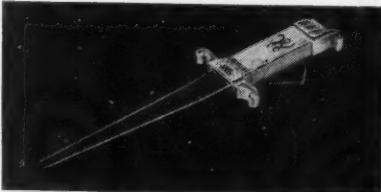
In addition to a strong industrial advertising program, Polyken has an equally strong merchandising and sales promotional program which has a two fold purpose: to keep the distributor salesman constantly stimulated by and interested in Polyken; to tie in distributor activities with Polyken advertising in the minds of actual and potential consumers.

This is accomplished with the Polyken Cooperative Merchandising Package mentioned before. The distributor pays \$144 a year for this service. For this fee he gets 12,500 imprinted book matches; 250 imprinted pocket protectors; 200 Polyken pocket diaries, and 600 mailings (100 every second month to a list of 100 leading prospects supplied by the distributor) of imprinted direct mail pieces.

Says Stineback: "The program has generated enthusiasm among the men who sell Polyken to the industrial market. Our distributors like it, respond to it. If you don't believe me, ask them."



No. 1 gift on any executive's list!



DRAMATICALLY SHEATHED in colors to match or complement the black onyx, beige onyx or Jade-green hilt colors. Or gift-packaged in a replica of an old dueling case. Have your company monogram or insignia imprinted on it for a lifetime reminder! *Mfr. tax included

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The business genius who knows the best foods as well, can't go wrong with a gift of Smithfield Ham at Christmas—be it for business associate, relative, friend, or just one whom you want to impress with your own appreciation of the finer things. Smithfield's 300-year association with the most gracious homes is no accident. It's been a blue chip number all the way.

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AND SERVE



We publish the newspaper
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in Nebraska and
Western Iowa

that's a market of 1 1/2 million people
with 2 billion dollars to spend

Omaha World-Herald

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251,539 Daily — 257,164 Sunday
(ABC Publisher's Statement for March 31, 1952)



EDITORIALLY, from a standpoint of news coverage, special features, syndicated writers and comics, the Courier-Express has the strength which compels thorough readership and insures the effectiveness of your sales message throughout the great 8-County Western New York Market.

NOW FULL ROP COLOR
Full ROP color daily and Sunday—to give your message 'still greater impact in this powerful paper.

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Western New York's Only Morning and Sunday Newspaper

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SCOLARO, MEEKER & SCOTT

Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16.

Continuation of list in issue of October 1, 1952 (p. 52)

187—Shall We Display and Advertise Price? Public Says Emphatic "Yes!" (Price 10c)

186—Twenty Traits That Make Star Salesmen, by Jack Lacy. (Price 5c)

185—How To Improve Your Ability in Public Speaking. (Price 10c)

184—How To Compute Salesmen's Auto Allowances in 42 areas by R. E. Runzheimer. (Price 25c)

183—A Primer for Selecting Colors with Sales Appeal. (Price 10c)

182—Eight Vital Factors in Point-of-Sale Promotion. (Price 50c)

181—Leadership: What Makes It? by Dr. James F. Bender. (Price 25c)

179—The Sales Budget: Blueprint for More Efficient Marketing. (Price 35c)

177—A Current List of Selected Information Sources. (Compiled under the direction of Peter B. B. Andrews.) (Price 25c)

176—How 1,014 College Seniors Rate Selling Work as a Career. (Price 10c)

175—Unionization of Salesmen: What conditions breed it? What happens after it's a reality? (Price 75c)

174—The General Foods Check List For Development of New Products, by Richard H. Moulton. (Price 10c)

173—So You Have a New Product! Now How Are You Going to Sell It? by John Allen Murphy. (Three articles.) (Price 25c)

172—Are Your Salesmen Equipped To Prove Quality? by Burton Bigelow. (Price 10c)

171—Four Practical Approaches to Packaged Food Merchandising, by Frank L. McKibbin, Jr. (Price 25c)

170—How to Train Salesmen For a Buyers' Market. (A selected group of articles on the theory and practice of sales training.) (Price \$1.00)

169—ABC's of Effective Sales Training, by William Rados. (Seven articles.) (Price 65c)

168—What Kind of College Training for Careers in Sales? by Robert S. Wilson. (Price 10c)

167—The Passion for Inquiries, by Cheltenham Bold. (Price 5c)

166—65% of the Men We Hire Now Stick and Succeed, by George L. Todd. (Price 15c)

165—Ten Ways to Avoid Aimless Interviews with Sales Applicants, by Lewis Llewellyn. (Price 10c)

164—How To Sell To Dealers, by W. C. Dorr. (Three articles.) (Price 35c)

SALES MANAGEMENT

161—Why I Lost That Order. (Price 5c)

160—National Brands Now Get Full Recognition in Kroger Chain. (Price 10c)

159—Does It Pay to Repeat an Ad? Tests Say "Yes". (Price 5c)

158—Primer on Prize Contests, by Frank Waggoner. (Price 10c)

157—Self Appraisal Test for Sales Managers. (Price 10c)

156—Sales and Advertising Experts Pick the Best Test Markets of the Country in Three Population Groups. (Price 25c)

155—Morale in the Sales Force: What Can We Do To Keep It Healthy? by R. L. Cain. (Price 10c)

154—Ideas for Solving Your Biggest Post-War Problem: The Training of a Hard-Hitting Sales Force. (A portfolio of 12 articles.) (Price 75c)

153—A Heart-to-Heart Talk with Salesmen About the Company's Advertising, by E. A. Gebhardt. (Price 10c)

152—Where to Look for Big Buyers in Chicago. (Includes a tabulation of Chicago buying offices). (Price 10c)

151—Where Will Profits Come From? by A. J. Gallager. (Three articles.) (Price 50c)

150—Labor-Management Harmony: Can Selling Catalyze It? (Price 10c)

149—Salesmanship as a Profession, by Robert S. Wilson. (Price 25c)

148—Five Principles Behind Effective Sales Training. (Price 10c)

147—Underpinnings for Practical Sales Training. (Price 5c)

146—New Applications for Market Research. (Price 25c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard S. Crisp. (Price 25c)

144—A Current Reading List for Sales Executives and Salesmen. (Price 35c)

142A—Los Angeles Now Rates as Major Buying Center. (Includes tabulation of Los Angeles buying offices.) (Price 10c)

142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 75c)

141—Signposts on the Road to Successful Selling, by W. D. Molitor. (Price 10c)

139—Sour Notes in Our Selling English. (Price 10c)

136—Two Dozen Ways to Put an Audience to Sleep, by Dr. James F. Bender. (Price 10c)

132—How General Foods Gives Management Training to Top Executives, by Austin S. Igleheart. (Price 10c)

131—Hiring Will Be Easier—if You Blueprint Your Salesmen's Jobs, by Edwin G. Flemming. (Price 10c)

130—How to Spot, Appraise and Spike Grievances Among Salesmen, by Robert N. McMurry. (Price 10c)

128—A Portfolio of Sales Control Forms. (Price 25c)

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(Davenport, Iowa; Rock Island, Moline and East Moline, Ill.)

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THERE'S MORE MONEY
IN DAVENPORT
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Davenport	\$2,074	Moline	\$1,898
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*National Average — \$1,423

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throughout the Quad-Cities!

* Figures from Sales Management
Survey of Buying Power, May 10, 1952

**MORNING
DEMOCRAT**

**Evening
DAILY TIMES**

Sunday

DEMOCRAT & TIMES

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DAVENPORT, IOWA; ROCK ISLAND, MOLINE, and EAST MOLINE, ILLINOIS
HEADQUARTERS: DAVENPORT, IOWA

Represented Nationally by JANN & KELLEY, INC.

People and their Ideas



ELY

The former manager of the Kansas City branch sales office of The Maytag Co. has been named manager of the newly-formed product and market planning section in the Sales Division for the company: He's **Claire G. Ely**, who began, in '23, as a Maytag washer salesman . . . Appointment of **Harry C. Oliver** as sales manager of U.S. Tires has been announced . . . Bendix Radio Division of Bendix Aviation Corp. has named **Lawrence J. Straw** mobile sales manager. He'll head up a newly-created national sales engineering organization selling the Bendix line of radio and communications systems.



DELAFIELD

James P. Delafield will be division merchandising manager, a new position, for Birds Eye Division of General Foods.

"Look at the Doughnut . . ."

Said **Thomas B. Haire**, publisher, *Cosmetics and Toiletries*, at the annual dinner of the Chicago Associated Toiletries Salesmen: "The biggest contribution we can make to the retailers we call upon is to not only provide information about our products but to pass along the ideas we pick up in calling on other retailers—the kind of ideas that will spark enthusiasm, that will prime the pump of a buyer's promotional thinking, that will stimulate excitement that the buyer can pass along to the salesgirl . . . We must help retailers open their eyes and their minds to broader sales possibilities. We must help them raise their sights to new horizons of constantly increasing demand. We must help them broaden their vision to see sales potentials they never saw before. In order to do that we must first raise our own sights, broaden our own vision, enlarge our own capacity to sell."

Operation Enterprise

The third "Operation Enterprise" team — composed of business executives — have left for Europe to discuss selling, as a factor in competitive economy, with their European counterparts. "The purpose of this month-long trip," said **Elmer R. Krueger**, president of Paper Art Co., "is to point out, by use of visual demonstration to our European friends that mass production and productivity are never enough, that prosperity and employment depend on sales, advertising and creative selling to maintain and expand our free economy."

Straight to the Eye

Independent tire dealers had better revise their ways of doing business, warns an authority. And his warning might be heeded by others than tire dealers. "The independent is slipping and he is very likely to slip some more unless something is done about it," insisted **L. M. Seiberling**, v-p of Seiberling Rubber Co., at the West Virginia Tire Dealers Association. He advised the independents: "Stop trying to undersell everybody. You can't do it but you can go broke trying." Instead, he added, the dealer should become so important to his customer that competitors can't lure them away with price.



DICKEY

New industrial sales manager at Toledo Scale Co. is **W. B. Dickey**, the company's former district manager at Hartford, Conn. He's been with Toledo since '34, was selected two years later to head the firm's traveling industrial demonstration units . . . **J. E. Ratner**, editor of *Better Homes and Gardens* and one of the country's authorities on what and why women buy, has joined Campbell-Mithun, Inc., Minneapolis-Chicago advertising agency . . . **Robert A. McNeil** has been elected president of The Thompson-Koch Co., New York advertising agency.



HEALY

Maurice F. Healy, Jr. has been appointed director of Modess Division of Personal Products Corp. . . . **R. Gene Brown** has been named v-p and national sales director of Everlast Pen Corp. His appointment coincides with Everlast's announcement of plans for national expansion . . . **Edward J. Malone** has been named publisher of *Grocer-Graphic*, the newspaper of the New York food market . . . New president of Cabin Crafts, Inc., is **Robert G. McCamy**.

THERE'S AN ECHO IN THE VALLEY...



*The World's Greatest
Industrial Area*

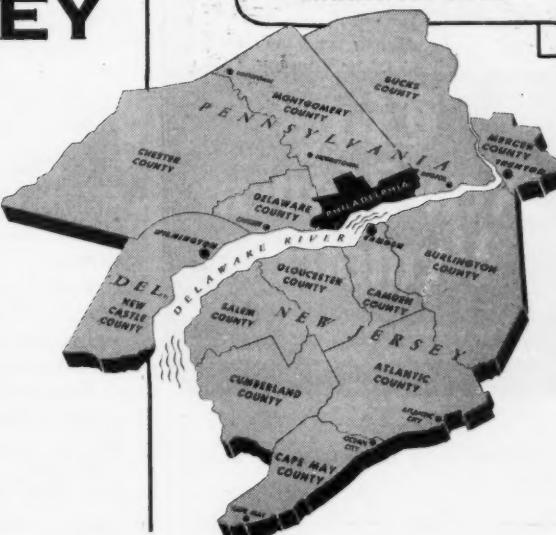
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...the Greater Philadelphia Market!

Sights are set high and moving higher in the Delaware Valley. From Trenton to Wilmington, with Philadelphia at its hub, this bustling, building area knows only one direction . . . forward!

There's growth and gain everywhere . . . the greatest names in industry boost Delaware Valley activity. Housing, utilities and public works all keep pace with industrial expansion. Wages and salaries on the rise mean greater purchasing power . . . more retail sales.

Delaware Valley expansion has a powerful stimulant . . . THE PHILADELPHIA INQUIRER. Constantly constructive in outlook, THE INQUIRER serves the *whole* Valley by encouraging and promoting the over-all development of this booming area. Increasing influence in the Delaware Valley rewards INQUIRER advertisers with increasing sales.



Now in its 19th
Consecutive Year of Total
Advertising Leadership
in Philadelphia



The Philadelphia Inquirer

Constructively Serving The World's Greatest Industrial Area

Exclusive Advertising Representatives: ROBERT T. DEVLIN, JR., Empire State Bldg., N.Y.C., Longacre 5-5232; EDWARD J. LYNCH, 20 N. Wacker Drive, Chicago, Andover 3-6270; GEORGE S. DIX, Penobscot Bldg., Detroit, Woodward 5-7260. West Coast Representatives: FITZPATRICK & CHAMBERLIN, 155 Montgomery St., San Francisco, Garfield 1-7946 • 1127 Wilshire Boulevard, Los Angeles, Michigan 0259

SELL NEW HAVEN

A metropolitan city in a metropolitan market. Since 1638 New Haven is typical of all New England.

... and you can

SELL NEW ENGLAND

New Haven will give you all the answers to selling All New England.

The New Haven Register

Represented Nationally by
Julius Mathews Special Agency

What Is a Boy?

"Between the innocence of babyhood and the dignity of manhood we find a delightful creature called a boy. Boys come in assorted sizes, weights and colors, but all boys have the same creed: To enjoy every second of every minute of every hour of every day and to protest with noise (their only weapon) when their last minute is finished and the adult males pack them off to bed at night . . ."



LAMBERT

"Voice of America" picked it and its distaff twin, "What is a Girl?" and beamed them to countries behind the Iron Curtain.

For "What is a Boy?" soon had a companion piece, also written by Beck. He did a similar job on little girls which reaped critical plaudits. The first essay, says Beck, was dashed off in a hurry. Like any editor, Beck found a "hole" in the magazine which needed filling. The issue was practically on the press. Beck had no editorial to chunk up his gap. His small essay was born in that moment of editorial need.

Who was Beck describing? Himself—the boy he had once been. And no one, someone *must* have said, writes better than when writing about himself. Beck's essay had a ring of sincerity and of affection for all wide-awake little boys. It touched the heartstrings of millions of people. And it sold insurance.

When the clamor mounted for him to write "What is a Girl?" he sat down one day to start it. "The other essay," he told himself, "was a child of expediency. This one will really be a masterpiece. I'll spend any amount of time on it."

And then came the writer's curse, a blank spell. For days he couldn't write an opening sentence. He might never have written the stunning sequel to the original if he hadn't suddenly realized that he had written his first out of experience. And, needing a model, casting back in his memory, he began to remember his sister when she was a little girl and they went to school together. His second essay, like his first, "wrote itself."

Well-known Distributor and Manufacturer's Representative serving Kansas, Oklahoma and Missouri desires to "fill-in" certain lines of AIRCRAFT HARDWARE, SPECIALTY ITEMS and INSTRUMENTS. Now doing multi-million dollar gross with well-established resident representatives contacting airframe manufacturers, contractors, airlines, etc. Years of experience and "know-how" will provide increased sales for your products.

If you want your salesmen to get around the brick walls the retailers are building against you . . . then you must do something about his problems. He wants more brains behind the counter . . . You must give him the information to do that better selling job, in the human material you send him and in your direct mail material.

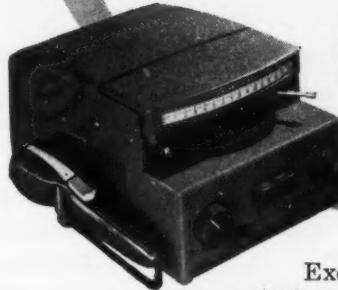
—Jules J. Paglin
President, Sam Bonart, Inc.
Address before The Advertising Federation of America



more and more secretaries prefer

"Easier to Use"
SoundScriber
DICTATING EQUIPMENT

Winner of Fashion
Academy Medal
for beauty of design.



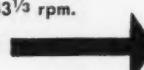
Exclusive "Television Indexing" makes transcription as effortless as glancing into your compact. No irritating index strips. No straining to hear . . . reception's bell-clear. No hair-rumpling headbands. And SoundScriber saves so much time for you and the Boss. He dictates when he's ready, you transcribe to fit your schedule. Both of you get more done, faster, with less effort than ever!

The coupon is your first step toward becoming an even better secretary. Mail it today.

Only SoundScriber Offers You:

1. Automatic On-the-Disc Indexing.
2. Two Arm Flexibility.
3. Mail-Chute Size Discs.
4. "Television Indexing".

... and it's the only dictation disc useable on long-playing phonographs—it's 33 1/3 rpm.

SEND TODAY 

SoundScriber Corp., Dept. SM10,
New Haven 4, Conn.

Please send me Motion Study Chart

Name.

Address.



"Little girls are the nicest things that happen to people. They are born with a little bit of angel-shine about them and though it wears thin sometimes, there is always enough left to lasso your heart—even when they are sitting in the mud, or crying temperamental tears, or parading up the street in mother's best clothes . . ."

3 catalog services

*to help you make your
products easier to buy*

1
design

plan,
organization,
dummies

2
production

drawings, photos,
engravings, type,
printing and binding

3
distribution

individually by mail
or
pre-filed

You can order these catalog design, production, or distribution services separately, or in any combination, as your needs require.

Do you really *know* what these Sweet's services are doing to help hundreds of manufacturers make their products easier to buy?

Our Design Service for example, offers a great deal more than just good catalog format. Sweet's consultants and technical copywriters work with industrial marketing men to help them organize their product information so that each catalog

will be really useful to the specific buying group for which it is designed.

Our draftsmen and artists design formats and develop illustrative techniques that give the catalog great utility, yet preserve individuality.

Between them, the Sweet's team does a design job that can materially improve a manufacturer's order-getting efficiency in each of his markets.



Sweet's Catalog Service

designers, producers and distributors of manufacturers' market-specialized catalogs

DIVISION OF F. W. DODGE CORPORATION
119 WEST 40TH STREET, NEW YORK 18, NEW YORK

Sweet's serves manufacturers whose products are bought in five separate markets.

Sweet's is in the business of helping industrial marketers put the right product information in the right forms so as to get it used the way they want it used by the different groups of buyers that comprise these five manufacturing and construction markets:

- 1 plant engineering**
- 2 product engineering**
- 3 general building**
- 4 industrial construction**
- 5 light construction**

Whether you're interested in all five markets, or only one — whether it's Designing, or Producing or Distributing your market-specialized catalogs—if extra expert hands might help lighten your load—call your nearest Sweet's representative:

New York 18—119 West 40th Street—LONGACRE 3-0700
Boston 16—31 St. James Avenue—HAncock 6-0700
Buffalo 2—70 Niagara Street—CLEVELAND 8200
Chicago 54—700 Merchandise Mart—WHitehall 4-4400
Cincinnati 2—American Building—GArfield 2800
Cleveland 15—1422 Euclid Avenue—CHerry 1-7256
Detroit 26—548 Free Press Building—WOodward 1-2745
Los Angeles 17—1709 West 8th Street—DUnkirk 3-1177
Philadelphia 7—1321 Arch Street—LOCUST 7-4326
Pittsburgh 19—411 Seventh Avenue—ATlantic 1-8220
St. Louis 1—721 Olive Street—CHestnut 7388



FREE. This booklet describes how Sweet's services help manufacturers improve the effectiveness of their catalogs.

Sweet's can help you
with any part
of your catalog job

You may order these services separately, or in any combination.

(design)

Sweet's design department is staffed by experienced consultants, technical copywriters, draftsmen and artists. Your individual requirements, whatever they may be, receive individual treatment by men specially trained for this work.

plan—consultation and analysis of products and markets; determination of catalog's objective, scope, content and distribution.

rough dummies—outline of content and format.

finished dummies—complete content and format specifications, ready for production.

(production)

Because of the great number of manufacturers' catalogs handled, Sweet's can offer the economies of quantity production with no sacrifice of quality.

Sweet's will take complete charge of the execution of orders for any or all of the following: drawings and photographs, engravings, type composition, electrotypes, printing and binding.

(distribution)

Sweet's services are available for either of two types of catalog distribution—individual or pre-filed—to selected organizations and individuals representing the bulk of buying power in the construction or manufacturing fields.

1. individual distribution—by purchase of accurate lists compiled by Sweet's or by using Sweet's mailing facilities.

2. pre-filed distribution—by having your catalog filed permanently in bound and indexed collections of manufacturers' catalogs. This method has the advantage of keeping your catalog instantly accessible at all times in prospective buyers' offices.



SALLY SPECTRUM gets a warm welcome from the women who shop—and learn—at Shillito's in Cincinnati. Her practical instructions are the reasons . . .

Thousands of Housewives Jam Sewing Clinics

Five manufacturers are joined in this cooperative promotional adventure. The sewing schools are designed to give expert instruction on how to make draperies and slip covers.

Women are hungry for "sew-it-yourself" instruction. That's the secret of the capacity attendance at drapery and slipcover sewing clinics sponsored by a group of interested manufacturers, now on tour to 100 key stores throughout the U. S.

Evidence of this success: bookings into next June, with plans for a second show to supplement the one now on the road; requests from manufacturers, with some "standing in line," to be permitted to come in as co-sponsors; reports from stores that sales in the affected departments rise up to 40% during and just after the clinic periods.

Sponsors of the program are Spectrum Fabrics Corp., New York City (the originator); Consolidated Trimming Corp.; Kirsch Co. (drapery hardware); McCall Corp. (patterns); and White Sewing Machine Corp. All manufacturers participate

unless, as occasionally happens, one lacks distribution in the store staging the promotion. In such cases, the manufacturer not participating assumes none of the expense.

This year's tour began with a 3-day promotion at Macy's, September 3, 4 and 5. Other stores covered, or soon to be covered, include Lit Bros., Philadelphia; May Co., Cleveland; Shillito's, Cincinnati; Gimbel's, Milwaukee; Mandel Bros., Chicago; Emery-Bird-Thayer, Kansas City, and Famous-Barr, St. Louis. Some stores have already requested a return engagement in the current series—which might work out through a booking with the second road show.

The clinics are conducted by Mrs. Mildred Parrott, home-sewing and decorating expert, who is billed under the trade name, Sally Spectrum. Her expenses and those of her advance agent, who travels ahead and paves

the way, are paid by the sponsors on a *pro-rata* per-show basis. The products of the various sponsors are used in the demonstrations. The sponsors capitalize on the promotion in other ways as well, by arranging for special displays of their products, by having representatives on hand to answer questions and pass out literature. From present indications, it seems that no manufacturer's share of the cost will exceed \$20,000 for the entire season—from September 3 to next June 15, with a month out during the Christmas holidays.

While the clinic was at the May Co., Cleveland, the first half of the week beginning September 22, the Tuesday morning session was televised over WNBK, the local NBC TV station, for viewing in near-by areas. Meanwhile New York retail store buyers and members of the home furnishings industry sat in one of the WNBC studios and saw the same program piped in from Cleveland. At the same time a kinescope version was made, for future showings throughout the country, in stores too small to warrant appearances of Sally Spectrum and her aids in person.

The Store Deal

To qualify for a booking, a store must agree to do certain things to promote the event: devote a minimum of two main-street windows to tie-in displays; mail a minimum of 5,000 statement inserts to customers; run an 800-line advertisement announcing the clinic (sponsors assume \$50 of the cost and furnish mats when desired); run three small-space teaser panels on successive days, announcing the affair; provide a platform for demonstrations and seating arrangement for the audience; order adequate supplies of sponsors' merchandise.

Mrs. Spectrum, as she is called, visits two stores a week, spending three days with each. But first she has interviews with the press and with TV and radio representatives (arranged for her by her advance agent). She briefs store personnel on ways to take advantage of the promotion and serve with her as advisors at the close of demonstration sessions. If time permits, she puts in some time on the first day as decorating consultant at the store.

The procedure for the second and third days of her visit, when the clinic sessions are held, is identical: an hour-and-a-half drapery clinic in the morning and a two-hour slipcover clinic in the afternoon. This is varied to include an evening session, if the

"THERE'S NOTHING 'cold' ABOUT THIS WAR TO SAVE OUR SOILS!"



FERTILIZER SALES

from 1946 - 1951

1946-47	32,200 Tons
1947-48	90,349 "
1948-49	113,827 "
1949-50	155,264 "
1950-51	180,769 "

Commercial Sales of Fertilizer as reported by the Fertilizer Manufacturers and issued by the Kansas State Board of Agriculture.

it's war all right, and a "hot" one — this struggle to restore our soils to their original fertility. In fact, in the picture above a combination fertilizer-spreader and corn cultivator mounted on a large tractor looks like an army tank in full charge on the enemy.

it used to take a generation to restore a run-down farm — today you can do it fast, in a season or two! Kansas Farmer has a long-standing editorial policy of keeping readers up to date on soil management. An entire section of the August 16 issue was devoted to new methods, fertilizers and equipment. As always, the articles were carefully tailored to meet conditions on Kansas farm lands. A man can take this information out to the fields and put it to work.

many top producers of fertilizer and farm equipment tied in with this special section. They know the extra impact developed by Kansas Farmer makes sales for them. Next time you want to sell to the Kansas farm market — be sure Kansas Farmer is on your schedule!



Raymond H.
Gilkeson,

Editor of Kansas
Farmer, a soils ex-
pert in his own
right, and director
of fertilizer edi-
torials.



THE BUSINESS PAPER OF KANSAS FARMERS

KANSAS FARMER — Editorial and Business Office — Topeka, Kansas

Published by Capper Publications

Largest Agricultural Press in the World

NOW the RCA VICTOR '45' SYSTEM for sales training

Now, you can co-ordinate your entire, country-wide sales training program . . . thanks to the unique advantages of RCA Victor's 45 rpm recordings. Now, main-office personnel can brief field men on developments in any branch of your business.

A "personal" contact that's simple, direct and forceful . . . more stimulating than dozens of bulletins or letters. A welcome and efficient aid, both for sales training and for month-to-month sales management.

Featherweight, nonbreakable discs—only 7" diameter—play over 7 minutes per side. Compact, easy and inexpensive to airmail. Complete automatic players are low in cost . . . deliver astonishingly clear, strong sound.

Ask us, too, about "45's" successful direct-selling applications—ideal for special, on-the-spot promotion stunts.

Contact your nearest RCA Victor Custom Record office today!

630 Fifth Avenue
Dept. S-100, NEW YORK 20
Judson 2-5011

445 North Lake Shore Drive
Dept. S-100, CHICAGO 11
WHitehall 4-3215

1016 North Sycamore Avenue
Dept. S-100, HOLLYWOOD 38
Hillside 5171

**custom
record
sales**

RADIO CORPORATION OF AMERICA
RCA VICTOR DIVISION

**He casts a long shadow
of
INFLUENCE!**

See Announcement on Page 91

Personalized Business Xmas Gifts in Leather

Write today for full color folder showing wallets, pocketbooks, key cases for men and women—customers, employees, friends—in a wide choice of genuine leather in many styles and colors. Each 23K Gold stamped with name. Top quality and workmanship. Distinctive. Not available in stores. Low prices. Generous quantity discounts. Many unique features. S. M. Halvorsen, PCM, Station G, Jacksonville, Fla.

store is open on one of the evenings of her visit. Evening sessions, attractive to working wives, have proved very popular.

Idea for the clinics originated with Mike Goldgar, Spectrum's promotion director. The program started experimentally last year, with bookings at several stores. Spectrum acted alone. The lessons learned were put into practice in this year's campaign. Here, according to Goldgar, are some of the things they learned:

"First, we found it was too expensive for one firm to conduct such a program on a large scale. Our demonstrator was using and recommending the products of other companies, so it seemed logical to invite them to come in and share the expense. Under the cooperative plan we're using now, everybody benefits, but the cost is not prohibitive to any of us.

"Another thing we learned is that planning is essential. Last year we relied on the stores to publicize the clinics, and to make all physical arrangements. Some did an excellent job, but others did not. Now we leave nothing to chance. It costs about \$300 a week to send an advance agent out, but the investment is insurance that all will work smoothly. And we're sure of good local publicity.

"And here's an example of a small, but important, lesson we learned: Tickets should be distributed. A ticket makes a woman feel that it is a privilege to attend. She feels committed to use it. We print numbered tickets, with the store's imprint. They give the dates and hours of the sessions, and tell when the instruction

covers draperies, and when it's slip covers. With each pair of tickets there is a printed invitation on blue coated paper stock, with the names of the sponsors as hosts."

A step-by-step picture story brochure, printed in two colors, showing how to make draperies and slip covers, is given away as a souvenir to those who attend. The sponsors print 5,000 for this purpose.

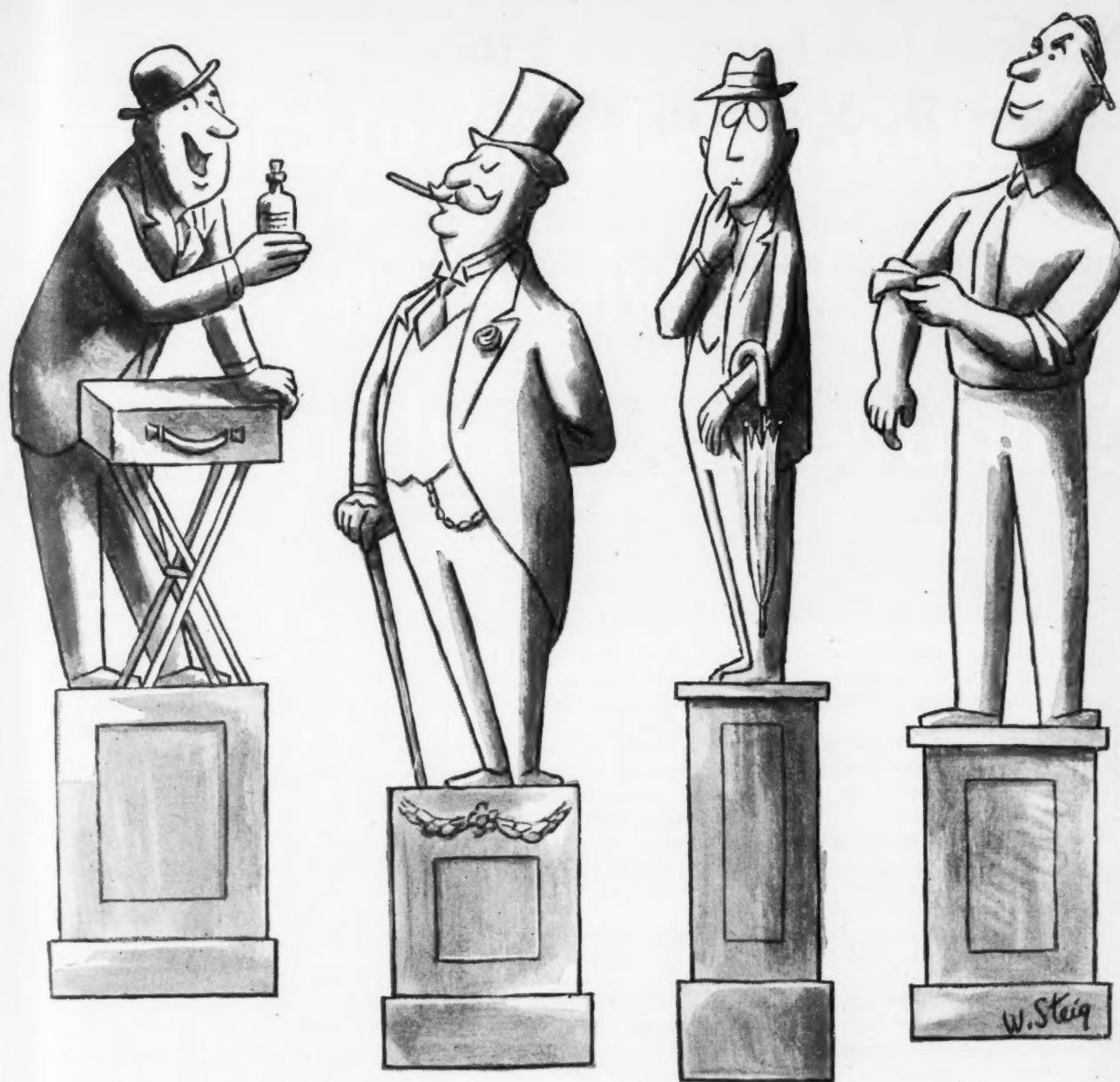
There is a door-prize at each session: fabric selected from stock. It is contributed by Spectrum and the co-sponsors. The qualifiers are cards with blanks not only for the visitor's name and address, but questions to be answered. They are:

"Have you ever made your own draperies or slipcovers? . . . When? . . . Did you use a commercial sewing pattern? . . . Did you use decorative trimmings? . . . Roughly, how many yards of drapery fabric have you used in the last two years? . . . Do you own a sewing machine? . . . Is your machine electric or treadle? . . . About how old is it? . . . Do your present draperies employ traverse rods? . . . If not, what kind? . . . What parts in this Spectrum Clinic will be of most interest to you? . . . Where did you hear about this clinic? Newspaper . . . Radio . . . Friend . . . Mail . . . Other . . . TV . . . Do you have a charge account in this store?"

If the present average attendance of 4,000 per store is maintained throughout the clinic schedule, the manufacturer-sponsors will have reached an audience of 400,000 women each of whom is a selected prospect for the 5 products.



"He just pretends he's having a baby . . . Actually he's about to give us an insurance pitch!"



How is your public image?

Your product advertising does more than move merchandise . . .

It establishes the character, the personality—the public image of your company and its management.

It can stamp you as a friendly, progressive firm. Or it can create a distorted image, with little or no human appeal.

How well does your product advertising

reflect what *your* company is?

Equally important: how good, or how bad, is the secondary reflection it casts on *all* American business?

These are long-range questions. Being a long-range agency, blessed with long-range-planning clients, we try to develop advertising with such questions in mind.

How is *your* public image?

YOUNG & RUBICAM, INC. ADVERTISING

New York Chicago Detroit San Francisco Hollywood Montreal Toronto Mexico City London

National Advertisers Plan Larger Budgets in 1953

Urgent need for stronger advertising, personal selling and dealer relations is stressed at annual ANA meeting. Maurer of Wildroot and Donaldson of Ford are elected.

Convinced that sales gains will be harder-won in 1953, 130 member companies that took part in a survey by Association of National Advertisers, plan generally to expand advertising in 1953, Lowell McElroy, ANA vice-president, told the association's 43rd annual meeting in New York last fortnight.

Summarizing the findings, he showed:

Of 18 industry groups covered, 11 would spend more, five as much, and two less for advertising in 1953 than in 1952.

On the other hand, 17 groups expect larger sales volume next year. Only one, alcoholic beverages, predicts no change.

From a 1951 base period, all 18 groups expect in 1953 an average increase of 10% in sales volume. They would spend an average of 15% more in advertising to obtain it.

Taking their respective 1951 levels as 100%, the largest advertising increases in 1953 would be by "basic metals," to 170% of this base; office equipment, 130%; automotive, 125%; three "miscellaneous" com-

panies, 123%; chemicals, 122.5%; and building materials, 119%.

Largest advertising gains in 1953 from 1952, however, would be made, in order, by basic metals; foods and groceries (excluding canned goods), paper, "other industrial companies" (than basic metals), and the jewelry-photographic and drug-cosmetics groups.

Smallest advertising increases in 1953 from 1952 would be made by chemicals, building materials, "miscellaneous," petroleum, and automotive products.

Unchanged expenditures next year are expected by alcoholic beverages, canned foods, household equipment, office equipment, and textiles-clothing.

Expenditures for electrical appliances—though up 2.5% from 1951—would be down 5.5% from 1952 level.

Largest sales increases in 1953 from 1952 would be made by drugs and cosmetics—the index figure of which would rise from 111 to 126%; basic metals, from 97.5 to 117%; "miscellaneous," from 113 to 134%; canned foods, from 120 to 133%;

building materials, from 107 to 117%, and electrical appliances, from 105 to 115%. Sales of paper, alcoholic beverages, and office equipment would continue near the 1951 level.

Over the three-year period, sales in these industries are expected to expand *faster* than their advertising expenditures: canned foods, drug and cosmetics, household equipment, jewelry and photographic, electrical appliances, insurance, and miscellaneous...

Unless Russia strikes, "two great forces which have been perpetuating a business boom"—heavy defense expenditures and high level capital expenditures by industry—will slacken sharply by mid-1953, Dexter M. Keezer, economist of McGraw-Hill Publishing Co., reported. *Then* economic conditions would depend on:

"1. Whether business taxes are lowered soon and fast enough, and

"2. Whether there is a bigger and better job of *selling* than that to which we have been accustomed for many years."

After more than a decade in which the primary problem has been "producing enough," Keezer explained, the problem is now "selling enough—to a consuming public so rich that it can postpone the purchase of perhaps as much as 40% of everything that is produced without any immediate personal inconvenience.

"This situation makes the salesman the key custodian of our prosperity."

Ray R. Eppert, executive vice-president, Burroughs Adding Machine Co., cited three factors which determine industry's revenue: "What we can produce; what the consumer can buy, and what the consumer will

On the Cover . . .

... is **J. Ward Maurer**, director of advertising, Wildroot Co. Inc., who hasn't missed an Association of National Advertisers meeting in 16 years. This month, after 32 sessions, ANA made him chairman. Maurer, 42, hates (1) having his picture taken, (2) "experts." Says he: "There are too few real marketing experts, and too many who claim to be... So please don't print anything about my being an expert." With Wildroot since he left Middlebury College (Vermont) in 1929, he's worked up through every department, was brought into the advertising end in 1935. He likes (1) golf, (2) advertising agencies. He confides that Wildroot "hasn't kept any secrets from Batten, Barton, Durstine & Osborn, Inc. in 42 years of association." Married (2 daughters), he occasionally writes singing commercials, lives near his work — suburbs of Buffalo.



up

al

BU

up from 3rd to 2nd place among
all magazines in volume of
Business and Industry Advertising?

SOURCE: P. I. B.



Because 94.6% of NEWSWEEK's readers are people of influence and decision in business, industry, the professions and government.

NEWSWEEK delivers more such business purchasing influence...per advertising dollar...than any other weekly or biweekly magazine.

Because NEWSWEEK's 800,000-plus circulation delivers more families with incomes of \$5,000 and more...per advertising dollar...than any other weekly or biweekly magazine measured by Publishers Information Bureau.

This bracket is the top market for quality goods and services. For instance, 53.5% of NEWSWEEK's families own corporate stocks.

*No. 1 Book to Sell
the Top of the Market*



Only
1 paper
covers
Akron
-and it
covers
Akron
100%

Take a look at the
big Akron Metropolitan
Area and see how rich
a market this really is.

Take a look at the
circulation of Akron's
only daily newspaper
and you'll see this is the
one sure way to reach
all Akron buyers.

AKRON
BEACON
JOURNAL

John S. Knight, Publisher
Story Brooks & Finley,
Nat. Rep.

buy." He emphasized the third with the question: "How much can we sell?"

Two current cooperative steps to help meet this problem, Eppert said, are a planning guide just released by National Sales Executives, Inc., and a fact-finding program on markets by the United States Department of Commerce.

But, he added, "the responsibility for our individual businesses rests on our shoulders." (See "Total Sales Take Over at Burroughs," SM February 15 and March 1, 1952.) And he suggested that individual companies form "a Revenue Management Team"—composed of the managers of sales, service, advertising, market research, public relations, engineering, finance, and the president, to meet this responsibility.

John E. Wiley, New York business consultant, noted the differences in distribution and in duration of using-up by ultimate buyers, between such products as food and groceries on the one hand and electric appliances, TV sets, carpets and other household goods. The latter he called "use-goods."

Waste Factors

In this group he mentioned "forces that rob advertising of its profit:

"1. Runaway production" (factories producing faster than consumers are buying);

"2. Stale product features;

"3. Pricing lag" (changes in trade or public attitude toward price create barrier to sale);

"4. Rigidity in sales and sales promotional planning;

"5. Lack of knowledge in day-to-day changes in opinion at distributor, dealer and public levels;

"6. Lack of control of dealer location;

"7. Lack of control of dealer activity in inventory, selling, display and cooperative advertising;

"8. Lack of aimed advertising" (food-and-drug techniques don't work for consumer durables);

"9. Prospect leakage. 'Conscious prospects,' created by advertising, don't become 'contact prospects' because no provision is made to get the prospect and dealer together." (One method of stopping this leakage, Wiley said, is the "Operator 25" program in which prospects call Western Union for names of nearest dealers.)

"10. Lack of follow-through at the retail level." . . .

What Minneapolis-Honeywell

Regulator Co. is doing to "get retail people selling again" was described by H. D. Bissell, its director of merchandising.

He told of the development of and response to a retail training program, "Seven Steps to Greater Dealer Sales," in the home heating division.

This 200-page program is broken down into seven small separate books, which are easy to read and thoroughly illustrated. And instead of merely telling a dealer what to do, the company tells him *how* to do it.

With the help of 42 slides, Parlin Lillard, sales promotion manager of General Foods, showed steps GF is taking to reduce waste in display material.

Promotion "Musts"

He emphasized the need for "selective placement" in the stores; for "right types and simple pieces"; for follow-up surveys to determine dealer acceptability; "sending right quantities"; "avoid over-buying," and, using individual judgment.

James O. Peckham, executive vice-president, A. C. Nielsen Co., presented case histories with charts to show what happened to the retail sales of specific (but unnamed) drug and food products before, during and after special promotions on them. He urged:

"1. Make sure that the brand you promote is really good.

"2. In a combination offer, tie in with a well-known brand in *another* class of merchandise instead of with your own product.

"3. Avoid consumer promotions on a brand with a declining sales curve.

"4. Concentrate them on newer products.

"5. Don't try to pay for the cost of the promotion by cutting back on your regular advertising."

Consumer promotions, Peckham said, "must be custom-made to meet sectional competitive conditions." Also, the cost of such promotions should be "balanced against the increased share of consumer sales after a promotion has run its course."

The power of animation as a "carrier" of television commercials was stressed by Leyton Carter Jr., director of TV research of Gallup & Robinson. And whereas this form of presentation "converts about 35%" of the audience—as compared with only 24% for straight selling commercials, he pointed out that when animation is combined with demonstration of the product, the conversion becomes about 47%.

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MARKETING

planned by Philip Salisbury, Editor

PICTOGRAPHS

designed by Marcia Eliot Pictofacts Studio

LET'S REALLY GET OUT THE VOTE

Among all the "free peoples" of the world, Americans have the worst voting record. In 1948 only 51.4% of the men and women of voting age went to the polls. Let's do better this November 4!

LEGEND:  65% or more  50 to 64.9%  Less than 50%

New England

Vt.	66.3
Conn.	64.6
N.H.	47.2
R.I.	61.5
M.H.	68.1
P.R.	53.7

Middle Atlantic

N.Y.	61.8
P.D.	54.7
N.J.	60.0

West North Central

Mich.	52.6
I.L.	68.6
Ohio	55.0
Ind.	65.8
Wis.	59.9

West North Central

Mo.	61.6
Minn.	64.9
Ia.	63.2
Kan.	66.3
Neb.	59.4
N. D.	63.7
S. D.	66.5

South Atlantic

N. C.	36.5
Fla.	34.3
Ga.	20.4
Va.	21.6
Md.	39.8
S. C.	13.7
W. Va.	66.9
Del.	65.5

East South Central

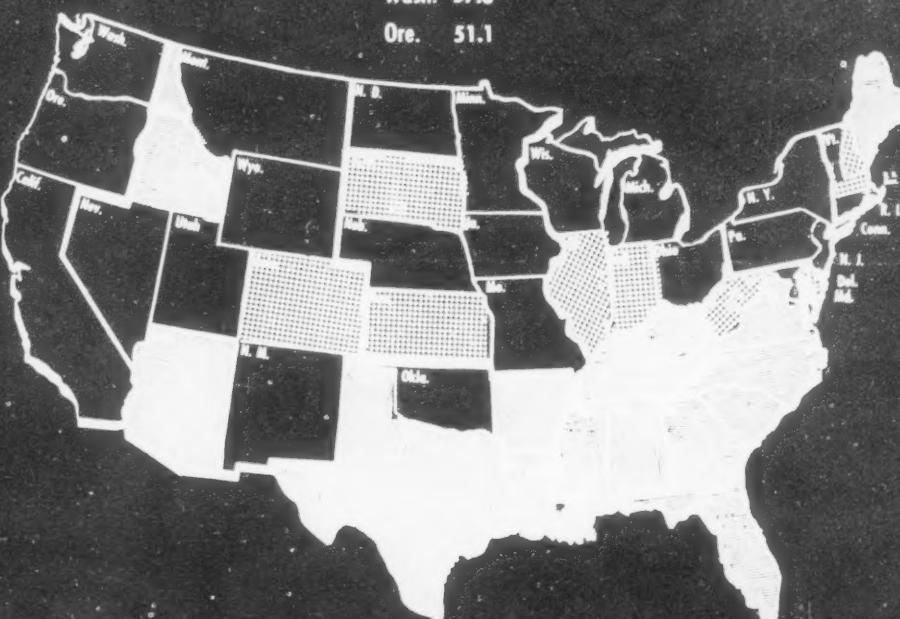
Tenn.	28.8
Ala.	12.8
Ky.	49.7
Miss.	16.9
Tex.	25.1
Okl.	55.7
La.	27.4
Ark.	23.1

Mountain

Colo.	67.7
Ariz.	42.6
Utah	73.3
Idaho	63.4
Mont.	64.6
N. M.	58.6
Wyo.	59.9
Nev.	59.3

Pacific

Calif.	55.6
Wash.	57.8
Ore.	51.1



PICTOGRAPH BY

Sale Management

10-15-52

Source: Bureau of the Census P-25, #63

Cuyahoga County

OHIO'S LARGEST MARKET



Ohio's Largest Daily



The Cleveland Press

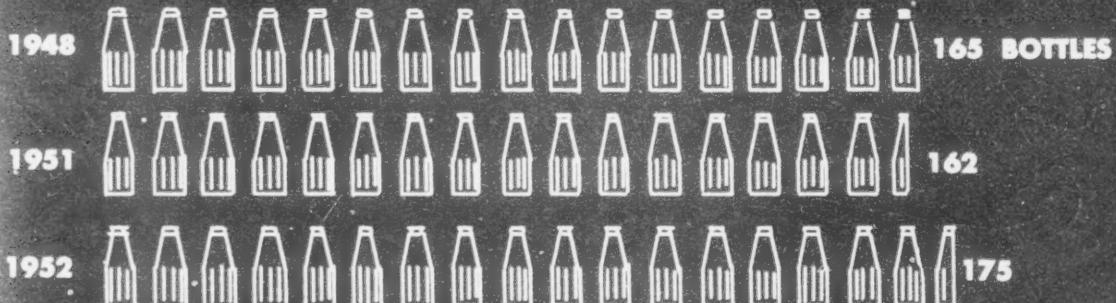


WE'RE TAKING TO DRINK

Soft-drink bottlers, stuck in recent years by mounting costs and a fixed selling price, wear a wide grin today.

Sales have ballooned.

PER CAPITA CONSUMPTION:

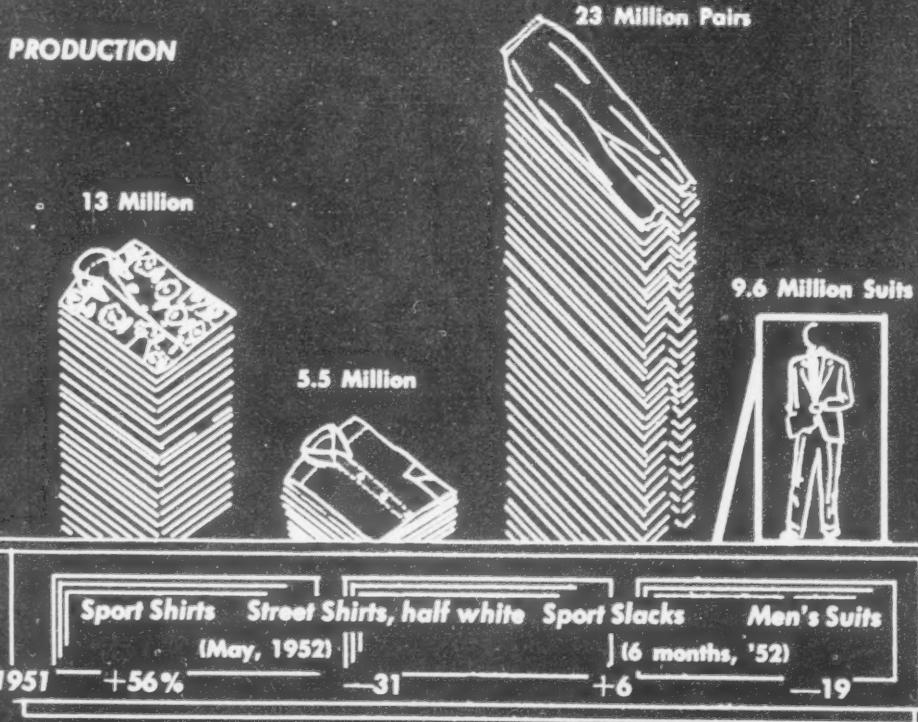


Three major reasons for the gain are: (1) tremendous increase in vending machines, now accounting for one fourth of the sales, (2) OPS approval of increase in wholesale price from 80 cents to 96 cents a case, making possible an increase in advertising from \$64 million last year to \$75 million this year, and (3) uncommonly hot weather this summer.

AND SHEDDING WHITE SHIRTS

In big metropolitan areas in the North, men continue to dress for business much as they did fifty years ago, except for the soft collar, but in other sections leisure duds have been adopted for all-day wear. A New Yorker returning from Dixie says, "You had to look hard to find a coat in hotel dining rooms."

Department of Commerce men's wear production figures reflect startling changes:



PHOTOGRAPH BY

John Henegar

10-15-52

Source: *Wall Street Journal*

What's in a dream?

They say a dream is an elusive thing...

That you can't pin it down...

That you can't measure it.

Yet a dream is what man lives by...

and will pursue to the end of time.

A dream can be as visionary, as far-reaching as an effort toward eternal peace among men. Or as simple, as matter-of-fact, as a new washing machine.

In all its facets, the American dream has never been more vigorous than it is today.

Many forces have contributed to strengthening the American dream... Unquestionably, one of the most powerful is a magazine which specializes in helping people make their dreams come true... Ladies' Home Journal.

INSPIRATION AND HOPE

Journal editing is filled with inspiration, keyed to the woman of today. Let's take a look at this amazing creature...

She's cook, chauffeur, dressmaker, gardener, carpenter, Den-mother, school-board member, Community Chest worker, blood-donor, able hostess, practical bedside nurse, full-time wife and mother.

What keeps her going?

Mostly, a dream. A dream of better things for herself, for her family, for the town in which she lives, for the world of which she's part.

What stimulates her dreaming?

New ideas. Not sensationalism. Not just practical pointers on what to do before the plumber comes. But those heartening ideas which lift her sights to new, broader horizons... Journal ideas to which she responds ardently, enthusiastically.

PROOF OF JOURNAL POWER

Through down-to-earth editing like this, the millions of women who buy the Journal not only have been given *ideas*...

But very practical help with their own budgets, their own homes, their own children.

Definite, irrefutable proof that women respond—wholeheartedly—to the Journal way of editing, to provocative Journal *ideas*, lies in its fabulous success:

More copies of the Journal are sold at newsstands than ANY OTHER magazine in the world.*

The Journal has the largest total average net circulation of ANY monthly magazine.

In July, August, September, 1952, Journal circulation hit an all time high for this period—1/4 million more, average per issue, than in 1951.

The September, 1952, Journal reached the highest circulation ever achieved by any magazine edited for women... over 4,850,000 estimated.

Never underestimate the power of a woman's dream... nor the power of the magazine she believes in so completely.

*Publishers statements to Audit Bureau of Circulations, period ending June 30, 1952.

Ladies' Home

Journal

SALES MANAGEMENT



Left to right: Jimmy Scala, 17, school football star. Big sister, Connie Scala Hood. Joanell, 19, office worker, longs to study journalism.

Marion, 10, is president of her class, medal-swimmer. Al Hood, ex-Marine and Connie's husband. "Ma" Scala—heart, hub, stem-winder of the show.



These are the Scalas of Ramsey, New Jersey. Their story was a summer, 1952, feature in *Ladies' Home Journal*.

Louis Scala is head-teller in a mid-Manhattan bank. His wife, Lorene, teaches school in nearby Oakland.

Making an American Dream Come True

Spearheaded by Mrs. Scala's enthusiasm and interest, the Scalas manage to make ends meet and have a wonderful time doing it. Their courage, their vision, their adaptability to things as they are is a shining example of the new American spirit of independence.



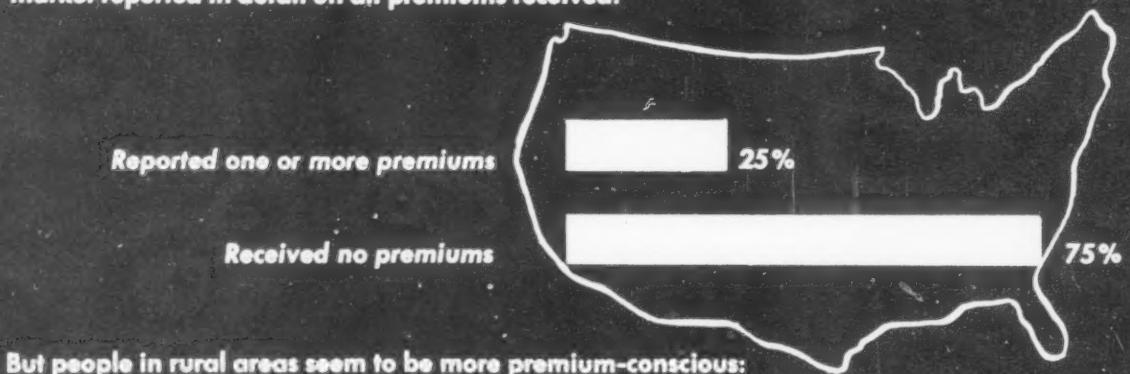
Jimmy regularly rebuilds \$60 jalopy he bought last year with life-guard earnings. Like his sisters, he has done baby-sitting. Also worked on a milk truck and a newspaper route.



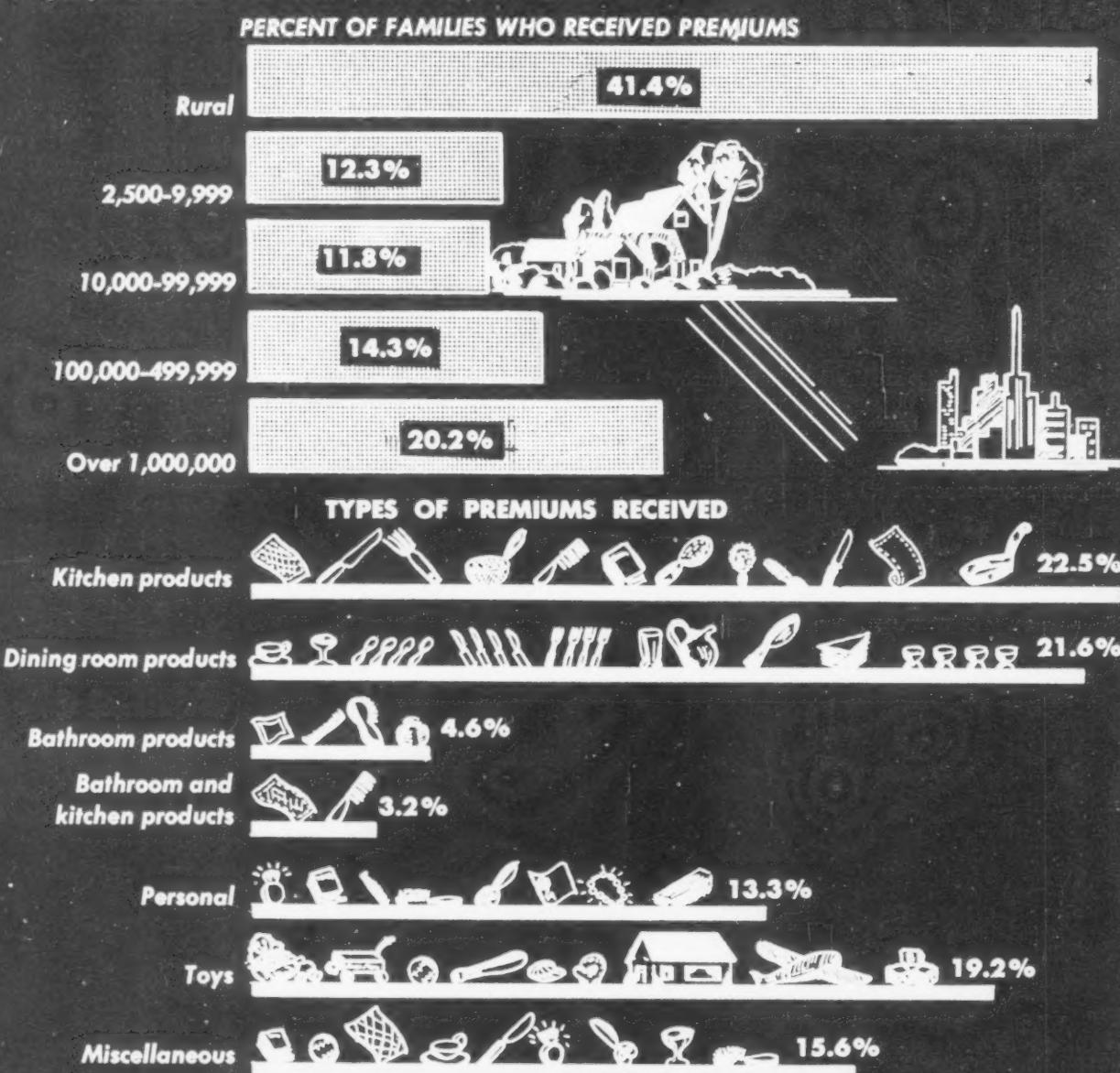
the magazine of NEW HORIZONS * * * *

FARMERS STRONG FOR PREMIUMS

For a 3-month period members of a balanced panel representing a true cross-section of the national market reported in detail on all premiums received.



But people in rural areas seem to be more premium-conscious:



Most popular items, in order of mention:

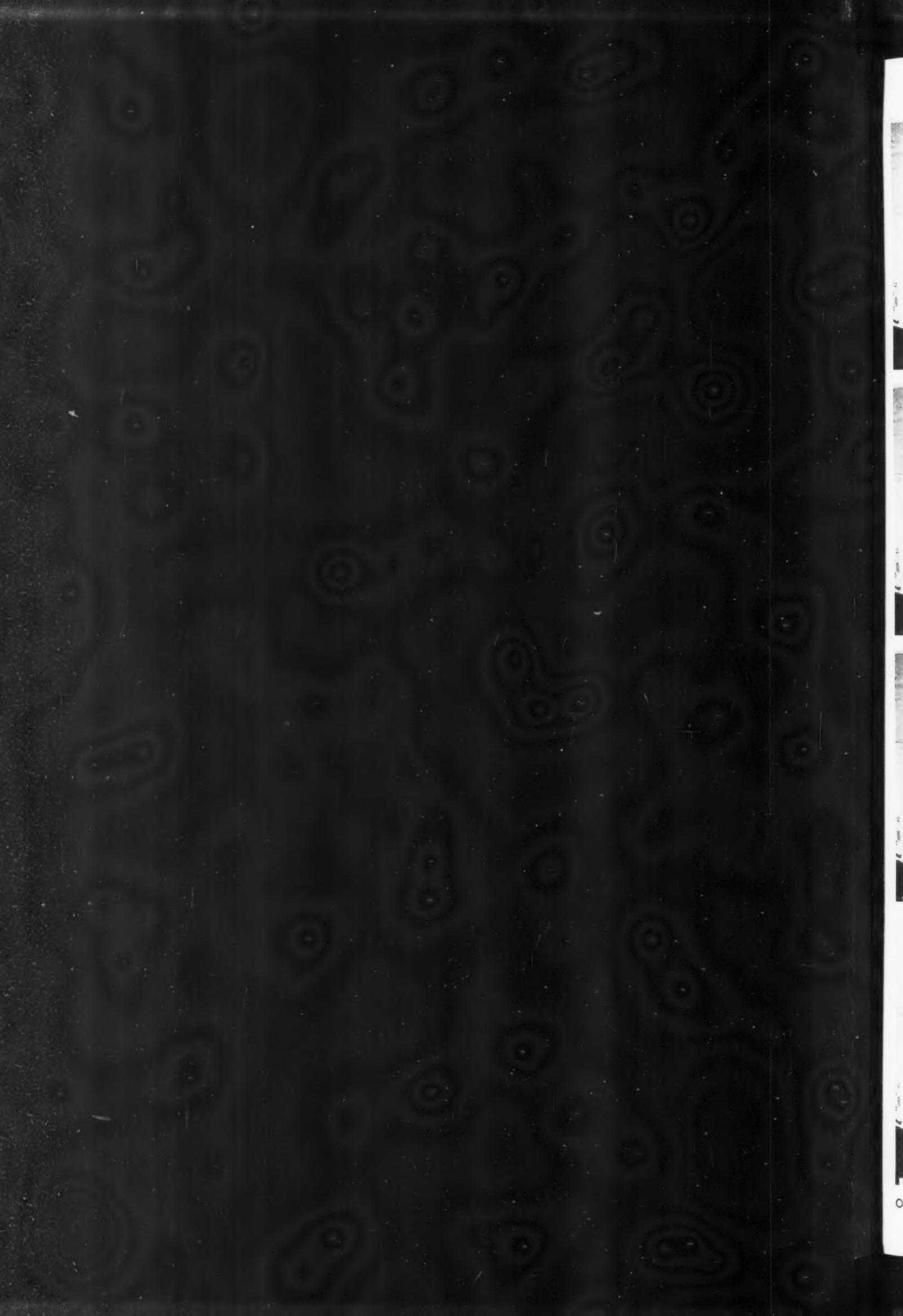
(1) Silverware	(2) Wash cloths	(3) Scissors	(4) Knives	(5) Rings	(6) Glassware
(7) Pen or pencil	(8) Towels	(9) Airplanes	(10) Dolls		

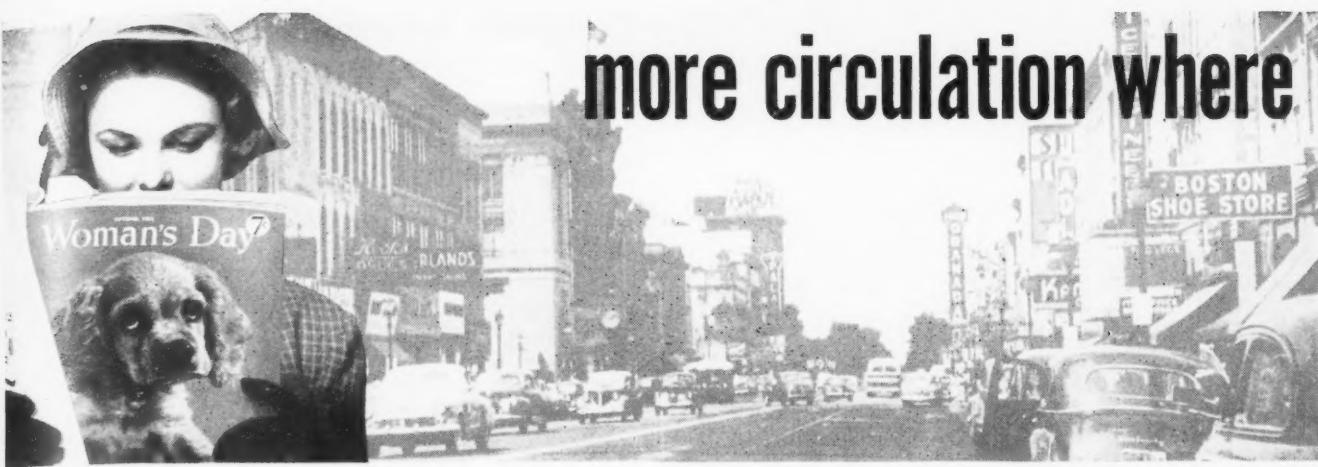
PICTOGRAPH BY

Sales Management
10-15-52

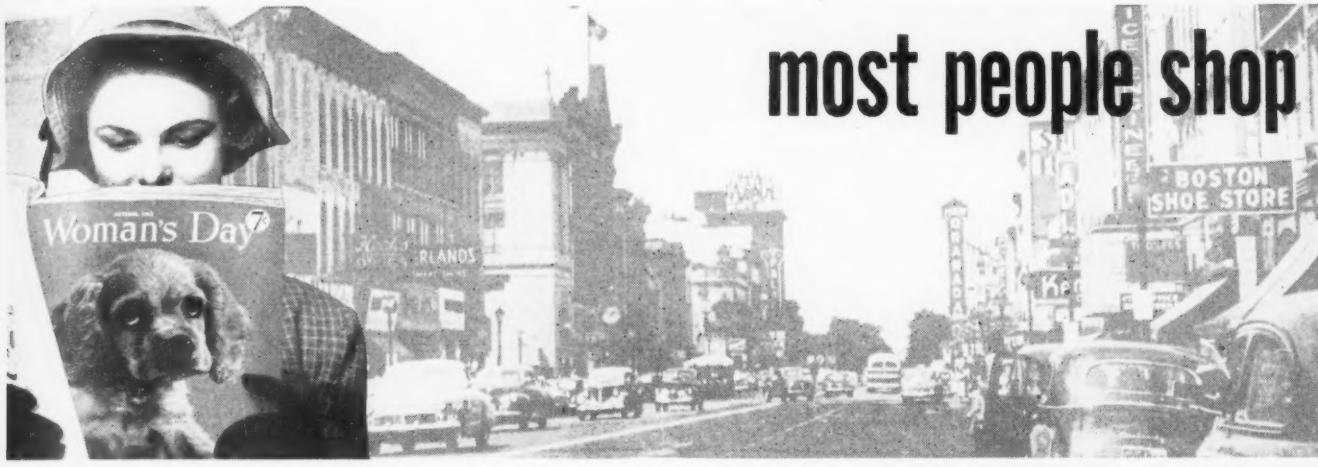
Source: National Family Opinion, Inc.



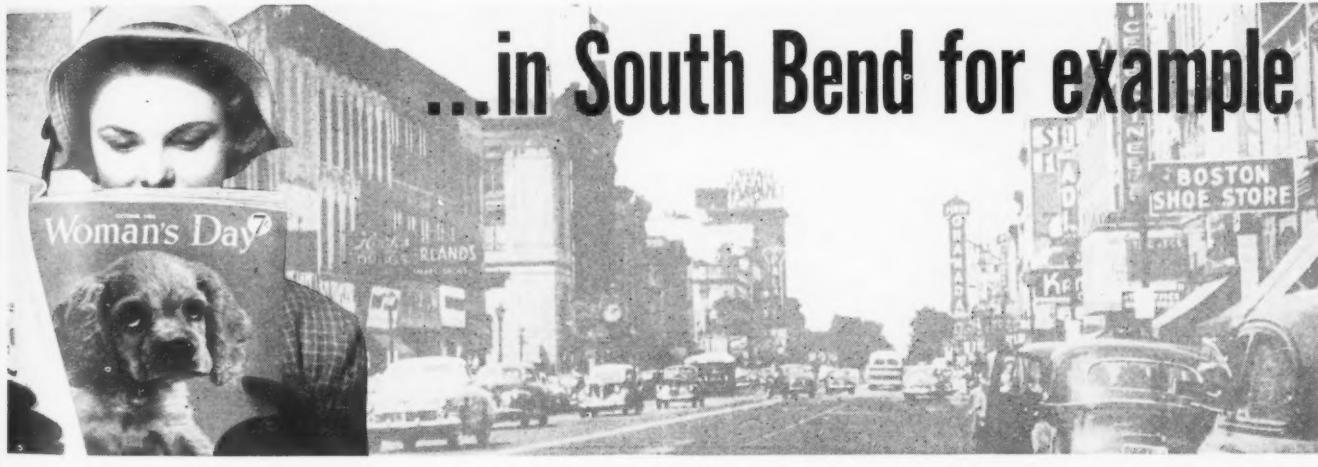




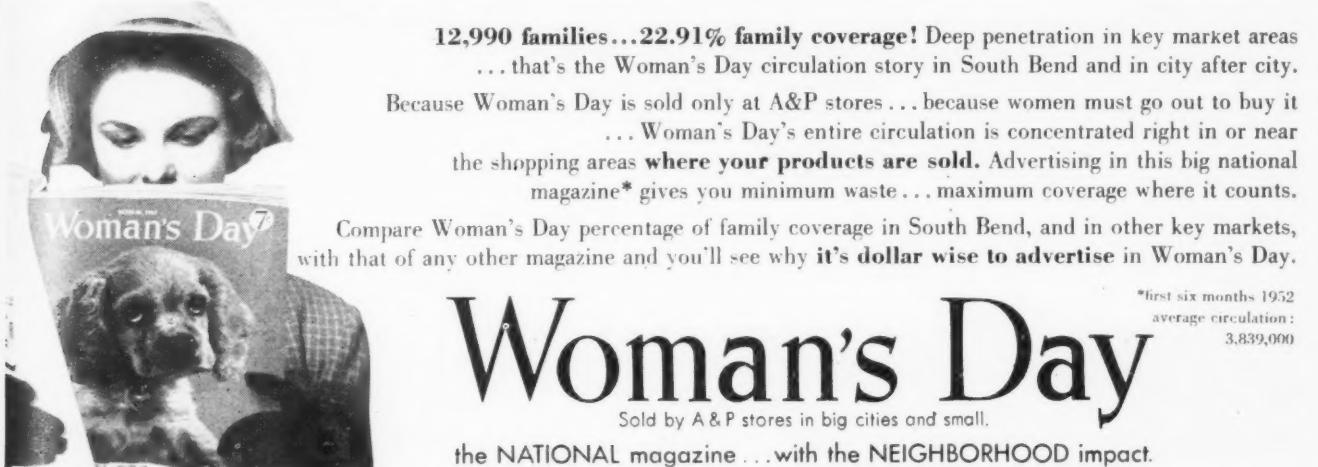
more circulation where



most people shop



...in South Bend for example



12,990 families...22.91% family coverage! Deep penetration in key market areas

...that's the Woman's Day circulation story in South Bend and in city after city.

Because Woman's Day is sold only at A&P stores...because women must go out to buy it

...Woman's Day's entire circulation is concentrated right in or near the shopping areas **where your products are sold**. Advertising in this big national magazine* gives you minimum waste...maximum coverage where it counts.

Compare Woman's Day percentage of family coverage in South Bend, and in other key markets, with that of any other magazine and you'll see why **it's dollar wise to advertise** in Woman's Day.

*first six months 1952
average circulation:
3,839,000

Woman's Day

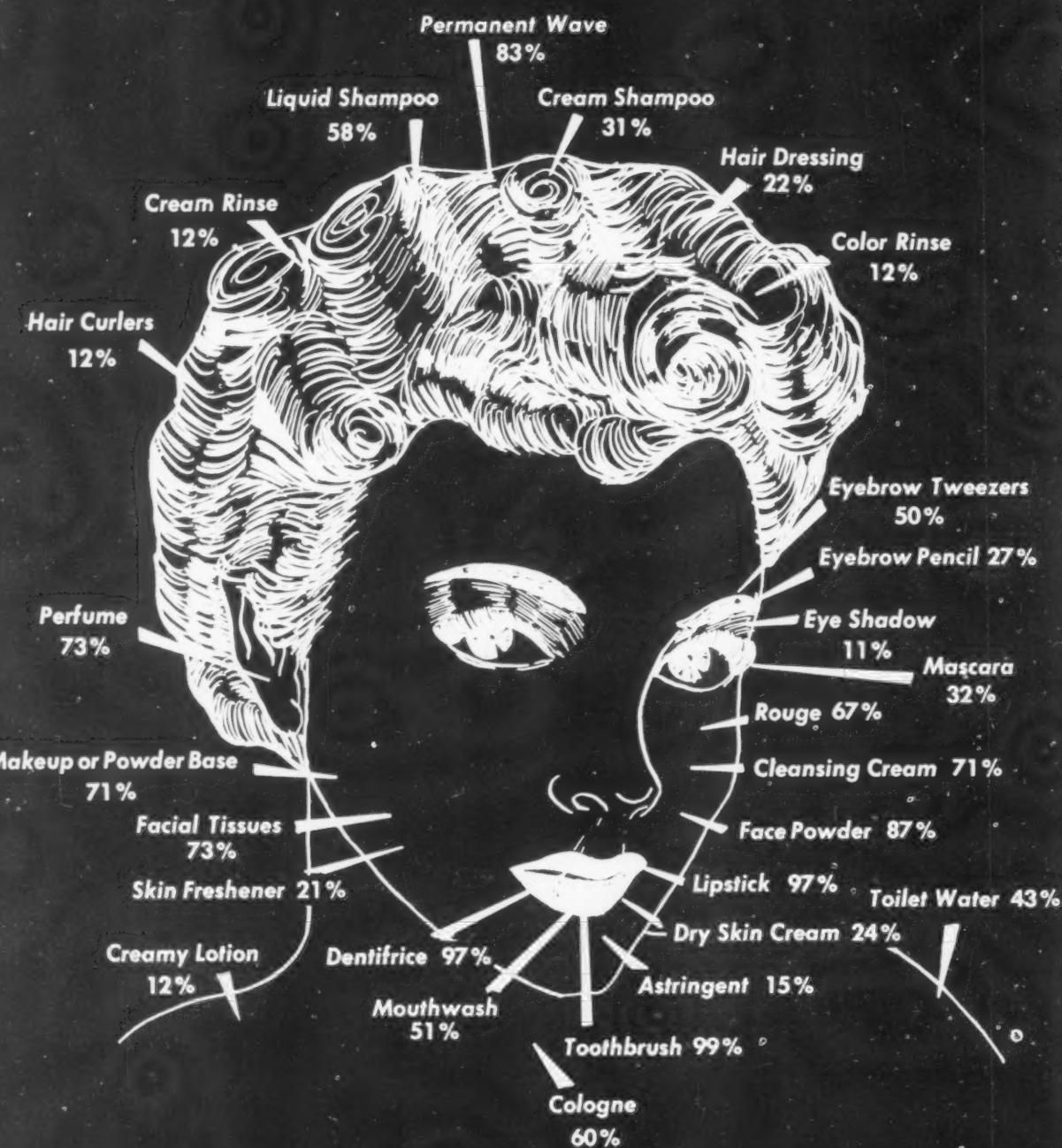
Sold by A & P stores in big cities and small.

the NATIONAL magazine...with the NEIGHBORHOOD impact.

WHEN SHE FIXES HER FACE

A leading magazine — Cosmopolitan — has completed a 1952 survey among its readers on usage, leading brands, most popular sizes, etc. of 107 beauty products. Lack of space (plus a sense of modesty) compels us to picture the woman of 1952 only from the hair to the chin — for products used by 10% or more.

PERCENT OF USERS





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Sell

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Want to Gamble? Sell by Coin Slot

Says automaton expert:
they'll spend it if you'll
vend it

If there's a manufacturer in the house who's willing to do a little sales pioneering, there's a vending machine manufacturer ready to fix him up. You fetch the product, he'll fetch the automatic merchandiser. Makes no difference whether you sell costume jewelry, frozen foods or girdles. The vending machine industry's engineers are building automatons that daily (and nightly) cough up gasoline, soap, perfume, groceries, wearing apparel, fuel.

This month, G. R. Schreiber, *Vend Magazine*'s editor, told members of the Sales Executives Club of New York that "The day is near when big and little retailers can stay open around the clock with automatic merchandising equipment."

If your product is bought on impulse for immediate consumption, consider vending.

If your product might sell in outlets such as factories, theater lobbies and transportation systems—but can't be sold there because over-the-counter retailing in such outlets is economically impractical, consider vending.

Result: More Sales

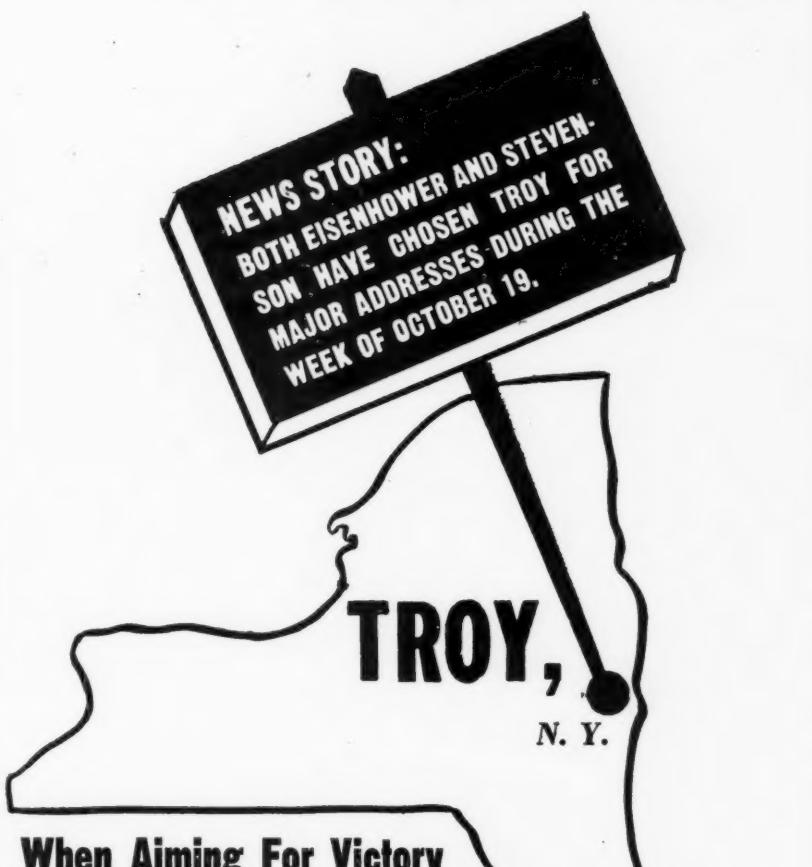
If you think that vending's only use is impulse or on-premise selling, you'd better revise your thinking, contends Schreiber.

Through vending, he says, "Neighborhood drug stores stay open all night with offerings of a hundred or so top demand items. Grocery stores sell milk and frozen foods 24 hours a day and 7 days a week. In Boston, Filene's department store has vending machines at International airport and in the Greyhound bus terminal which are selling women's hosiery, costume jewelry and dozens of other products. Gasoline is already being sold 24 hours a day by automatic venders."

The vending industry can make the machine. Want to gamble?

Most of the mechanical kinks are being solved, observes Schreiber. The problems that remain, he believes, "will be solved when the nation's sales executives begin working with automatic merchandising specialists to experiment in vending new products, both of the brand and non-brand variety." Results of 24-hour vending thus far: more sales.

SMART POLITICIANS AND SPACE BUYERS BOTH SELECT THE IMPORTANT TROY, N. Y. MARKET



When Aiming For Victory In Any Campaign— Whether For Votes or Sales

YOU MUST INCLUDE THE TROY, N. Y. CITY ZONE

- ★ With its 123,600 people
- ★ 60,000 wage earners trading here
- ★ 200 diversified industries
- ★ High retail sales volume
- ★ 99% coverage by The Record Newspapers

Rate: 18c per line

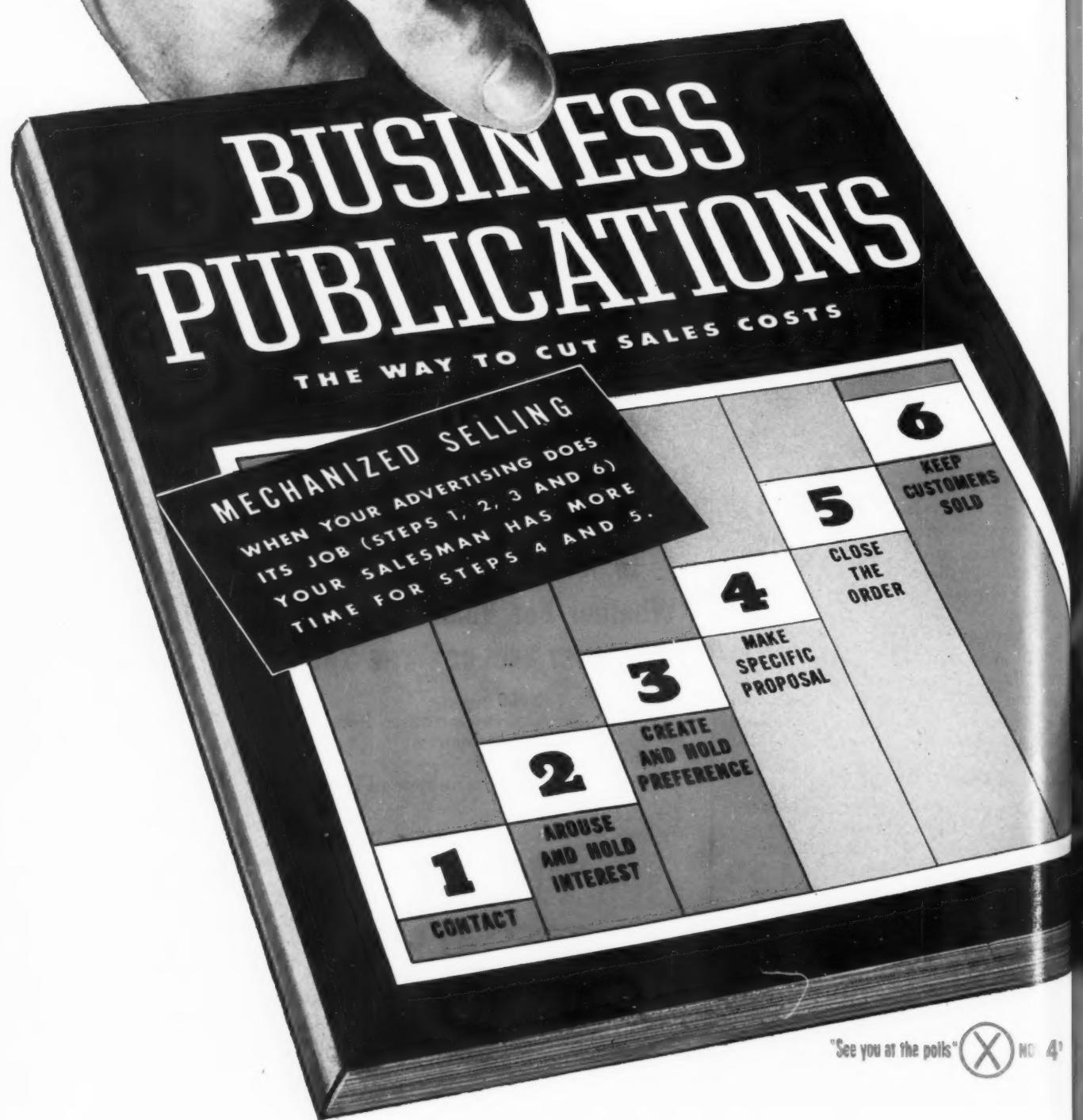
Circulation: 46,322 (Sept. daily average)

THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •

TROY, N. Y.

This "Salesman" Presells Y



Your Salesman's Prospects

The front line function of your salesman is to make sales. But the build-up . . . the finding and conditioning of prospects . . . takes time.

Of course, given enough time, a good salesman can contact all key executives and handle all the steps toward making a sale. But management has found that advertising can be employed to perform the preliminary steps more economically and efficiently.

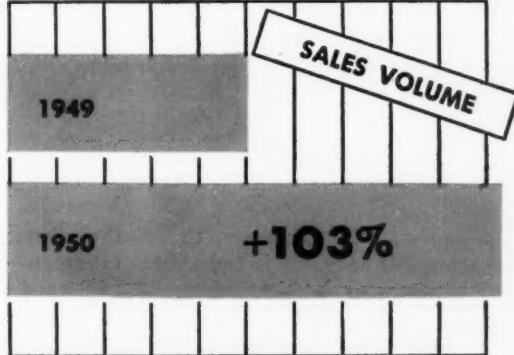
The consistent use of Business Publication Advertising, which we call "Mechanized Selling", enables the salesman to use his time more productively. Business Mag-

azine Advertising is the high speed, low cost sales tool that multiplies individual effort. It *presells* the buying influences . . . maintains contact . . . conditions customers . . . permits the salesman to concentrate his valuable time on making the proposal and closing the sale. Moreover, Mechanized Selling performs the all-important job of keeping buyers sold.

Ask your McGraw-Hill man for a copy of our 20-page booklet, "Mechanizing Your Sales with Business Paper Advertising." Also about our sound-slide film . . . "Mechanized Selling—Blueprint for Profits" which is available for showing at sales and management meetings.

HOW "MECHANIZED SELLING" HELPED COMBAT COMPETITION AND BUILD SALES

(Case history—WES 528) A manufacturer of heating equipment developed a new heater which had to be sold to industrial and commercial users. Competition was keen from manufacturers of similar units as well as other types of heating systems. Using business publication advertising based on case studies; direct mailing of ad reprints; printed case study reports for sales aids and technical bulletins, the company broke all previous sales records. Traceable sales volume amounted to over a quarter of a million dollars and sales showed an increase of 103% over the preceding year.



McGRAW-HILL PUBLISHING COMPANY, INC.



330 WEST 42nd STREET, NEW YORK 36, N. Y.



HEADQUARTERS FOR BUSINESS INFORMATION

OCTOBER 15, 1952



U. S. Steel Men Get into the Act In Sales Training Sessions

To provide industrial salesmen with a thorough grounding in selling methods, Big Steel adopts the "role-playing" technique. Here's a simple explanation of how it works.

BY ROGER P. PETTIT
United States Steel Co.



IT STARTS WITH A PROBLEM: Here, in the last frame of a sound slidefilm portraying a buyer-seller situation, the salesman turns directly to the audience and asks,

"If you were in my shoes, what would you do?"

The big question is now before the training group. The room is lighted . . . and a volunteer is asked to explain how *he* would handle the question. But before the volunteer gets very far with his explanation, the training leader — usually a district sales manager — asks the volunteer to come to the front of the room. He does so and starts his explanation a second time. At this point, and apparently as an after-thought, the meeting leader asks another trainee to come forward and take the part of the buyer . . . "just to make this more realistic."

Thus the concept of "role-playing" in sales training is put into effect. For

the district sales manager—and his salesmen—the scene is set without the awkward embarrassment which sometimes occurs when the salesmen know in advance that they may be called to stage a buyer-seller situation.

The role-playing method of sales training is an important part of a series of meetings U. S. Steel has developed on the basic principles of industrial selling. The company has always given its sales trainees a thorough grounding in the manufacture of steel and steel products. Through its new training program the company is providing these young men with the same thorough grounding in *selling methods*.

Much of the acceptance of the principle of role-playing in training depends on the way it is introduced. In our case, our training methods are evolutionary, not revolutionary. Three conventional training sessions preceded the one in which role-playing was first employed.

We introduced role-playing during the fourth session in our series, the session on "Contacting Buyers and Arousing Their Interest." During the first hour of the meeting, the training manager discussed the basic principles which the company wants its salesmen to follow. During the second hour we showed three brief sound slidefilms.

The *wrong* way for a salesman to arouse interest is dramatized in the first film. It is a typical industrial selling situation.

The *right* way, applying principles explained at the opening of the session, are shown in the second film.

The "What would *you* do?" situation is set up in the third film.

In subsequent industrial selling training sessions we generated role-playing through use of printed handouts describing a buyer-seller situation. We furnish the men with props to use in their selling scenes.

Because we believe that role-playing is most effective when it seems to generate spontaneously, for one of our meetings (on Creating Preference) we give the following stage directions to the meeting leader:

"Here is one excellent procedure for shifting gears from a discussion period into role-playing: When a good man gets up on his feet with fire in his eyes to answer a question or argue a point . . . ask him 'What would you do?' or 'How would you do it?' Let him talk a bit and then hand him a briefcase containing the two sales 'props' in the meeting kit. Say to him . . . 'Okay—you're the salesman. Here are your sales tools. Come up here and show us how *you'd* create preference.'

"The next step is to select a 'Buyer.'

"When you have done this, you have set up a role-playing situation."

In our session on "Handling Objections," as a result of popular demand from our meeting leaders in the field and their trainees, we returned to the use of a sound slidefilm. We continued the same buyer-seller situation we had developed in our previ-

ous film. This time we brought the sale up to the point where the buyer is about to raise an objection. Again, the salesman turns to the audience and states, "When he said that, I knew he was going to raise an objection. As a matter of fact, he had several objections. Maybe you fellows could give me some help in handling 'em."

The lights go on and the meeting leader picks up the cue from the salesman in the film. "Suppose we take a look at these objections," the meeting leader says. He then goes to the flannel board and puts up a life-size photograph of the buyer taken from the film. Next he places on the board six of the buyer's objections. These "objections" are printed on both sides and are held to the board by a border of Flok-Tite material. On the face of the "objections" are printed such innocuous remarks as "I don't know," "Let me see," "Hm . . . well . . ."

The leader explains that the meat of the buyer's objection is on the reverse side of the cards. He calls for volunteers from the class to come up and select an objection, grab-bag style. When a trainee makes his selection, he turns over the card, reads the buyer's objection to the group and puts the card back on the board with the real objection topside. The leader asks the trainee, "What would you do if a buyer raised that objection?" Another man is picked to act the part of the buyer.

Thus a role-playing situation is developed in which there can be six different "objections" to be handled. They are:

"I'd better think it over."

"You couldn't deliver soon enough."

"You're over my budget."

"An XYZ product costs less."

"I must get approval."

"You're too big. My business is not important to you."

Suppose, for instance, that one of the younger men in the group selects the last objection in the list: "You're too big. My business is not important to you." Then, suppose a more experienced man gets the nod to be the buyer.

The veteran salesman, who's taking the part of the buyer, takes his seat behind a desk. He grins, then gets down to serious business. "Why should I buy from you? You're a great big outfit. My business doesn't mean anything to you."

"Well," says the salesman, "all our customers are important to us. We don't neglect anybody."

"That may be," the buyer says, "But, I think I'd do better if I bought

from a local company. They'd turn hand springs to get my business."

"We'll give you just as much attention as your local supplier. And on top of that, we can offer you the best technical assistance you can get anywhere. We're very anxious to get your business no matter how big or small your setup is."

And so the conversation goes—with the experienced salesman pulling no punches. He makes the youngster sweat it out. After the session is over, the salesman is asked to evaluate his own performance and is given a chance to explain any different way he would handle the situation if he could have another crack at it.

Following this, other members of

the group make comments.

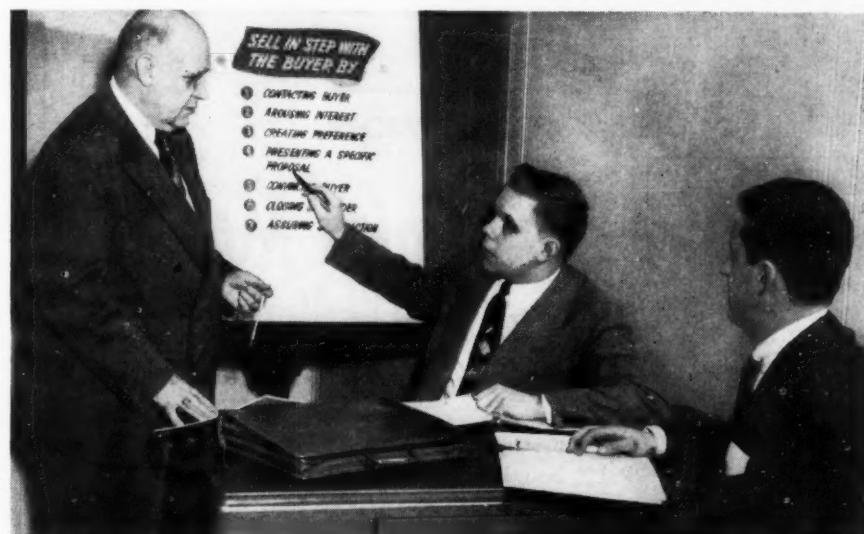
The cases used for role-playing, although they are *industrial* selling situations, are not all directly concerned with selling steel. Generalized rather than specific examples are used for two reasons:

First, we wanted a *basic* course on the principles of industrial selling which could be used (with editorial "slanting") by all our divisions and subsidiary companies, selling not only steel but everything from wire, pipe and tube, coal chemicals, pails and drums, steel strapping, oil, country goods, on up to and including bridges.

Second, we believed that a better job could be done in the teaching of *basic principles* if the men did not



HANDLING BUYER OBJECTIONS: Meeting leader posts cards that barely suggest different kinds of sales resistance. He explains that the real "meat" of the objection is printed on the reverse side of the card. He calls for a volunteer to select any card, turn it over, answer the objection. While he does so, another plays the part of the buyer. Thus, another role-playing situation is set up. Now . . .



"DID WE MUFF IT?" Trainees who have assumed the roles of buyer and seller and dealt with a specific selling situation, get a chance to evaluate their own performance. This trainee is suggesting to the instructor that he might have improved his presentation had he made a more specific proposal. Veteran salesmen can cite their own case-histories.

Photos by USSteel News

get tangled up in the familiar and detailed knowledge of a particular situation. In other words, by using examples directly connected with everyday sales problems, there loomed the danger of not being able to see the forest for the trees.

Use of our training aids is voluntary with our sales division. As a staff group, the sales training section is set up to serve line sales management as training needs arise and are recognized in any division. Naturally, some divisions use our material more extensively than others.

To date our prepared material has been used in close to one hundred training sessions. Almost without exception, the appraisal sheets sent in by district managers on these sessions rank the role-playing phase as

"the part of the meeting which did the *most* to accomplish the objective." An appraisal sheet is a "score card" by which we get indications of the effectiveness of our meetings as they are put on. These sheets provide space for listing the number of trainees present, and whether they are experienced or green men. The leader rates the effectiveness of the meetings as excellent, good, fair, poor and indicates the part of the meeting which did the most—and the least—to accomplish the training objective.

We believe that five factors contributed to this successful introduction of role-playing:

1. The three training sessions which precede the meeting in which role-playing is introduced were carefully designed:

(a) to encourage trainee participation in discussions;

(b) to get the trainees accustomed to talking on their feet.

2. The meeting leaders (district and divisional managers) were carefully rehearsed by experienced training men qualified to explain the benefits to be obtained.

Instructions "Finalized"

3. The load carried by the trainers was made as light as possible by clear-cut instructions in the Meeting Leader's Guides. It is not sufficient to say, "Get the men to act out the buyer-seller situations." The guides should indicate a step-by-step procedure designed to generate role-playing as effortlessly as possible.

4. The slidefilm scripts and printed handouts were skillfully designed and written by our own staff to create selling situations which were (a) realistic and believable, and (b) clearly related to those principles which were exposed and set forth in the first part of the meeting. The films were produced by the Jam Handy Organization, Detroit, Mich.

5. Buyer-seller situations, being relatively clear-cut, lend themselves to a simple, easily-led form of role-playing. The deep and often conflicting psychological elements found, for instance, in a foreman-shop steward relationship, usually do not complicate a buyer-seller situation.

"QUICKER SALES PUNCH WITH LESS RED TAPE"

"Successful selling results from hard work, a competitive market and the utilization of a strong newspaper," says J. F. Wadhams, manager of the Russell Brokerage Company, food broker in Sioux City, Iowa.



J. F. Wadhams
metropolitan area population of 103,917 and is one of the top livestock markets in the nation.

"The newspaper is very important," continues Mr. Wadhams, "because a newspaper offers quicker sales punch with less red tape. For example, The Sioux City Journal and Journal-Tribune newspapers have always carried our sales messages directly to the people in our retail trade area*. This means our sales messages are being read when our food products are on the dealers shelves. Result: our food products sell!"

Sioux City is located in the heart of the rich midwest, has a

*Sioux City A.B.C. Retail Trade Area
(49 counties in Iowa, Nebraska, South Dakota, Minnesota)
Population—818,400 "Buy-Minded" People.

CAR OWNERSHIP

The American Legion Magazine

Over 86% Passenger Car Ownership

Own one or more cars	86.4 %
Bought new	66.7
Bought used	34.4
29.3 % bought a new car during 1951	



Source: Starch Consumer Magazine Report
January-December, 1951.

2,700,000 ABC CIRCULATION GUARANTEE

**Examine
FREE
IN YOUR
OFFICE!**

Use 30 days of our risk. In the Field...Stadium...Theatre, BUSHNELL Binoculars will DOUBLE your Fun! 100% Uses...Thrills for the entire family.

7 Power, 35MM

**ALL PURPOSE
EXECUTIVE MODEL**

LIFETIME GOODWILL

This Christmas give your clients, customers, employees, the gift you'd like to receive yourself! Win lifetime, priceless goodwill. Nationally advertised to twenty-five million monthly.

Free Write for ALL 3

BUSHNELL BINOCULARS

Dept. 435 Bushnell Bldg., Pasadena, Calif.

Now Self-Service comes to building material supermarkets!



New Sales Opportunities come to you through BSN

A sales-significant revolution in building material marketing is here!

Self-service, supermarket selling is making history at the Ed. Von Tobel Lumber Company in Las Vegas, Nevada. And, there's more history in the making . . . with BUILDING SUPPLY NEWS editors working with many other lumber dealers on expanded, self-service store layouts.

BSN has always promoted and continues to foster the new supermarket trend in building material selling. That's why BSN-reading dealers sell 87.5% of the industry's \$8 billion volume . . . that BSN-reading dealers average 37.4% larger annual sales volume than the industry's average.

With this revolution, *new sales opportunities* are developing every day. They become *your opportunities* when you advertise in BSN.

Complete Von Tobel self-service supermarket story appears in the September issue of BSN. Be sure to see it . . . a copy of the issue is yours on request.



"I have been reading lumber and other trade journals for sixty years, and BUILDING SUPPLY NEWS tops 'em all for downright new ideas and useful gimmicks."

Ed. Von Tobel
Ed. Von Tobel Lumber Co.
Las Vegas, Nevada

**BUILDING
SUPPLY NEWS**

5 South Wabash Avenue, Chicago 3, Illinois

How to Make Your Ads Click with Distributors

Mr. Brendel suggests 10 ways to achieve that happy promotion relationship with the outlets who service your customers. You know all of them very well, but do you consistently emphasize them as strongly as you should?

BY LOUIS H. BRENDL • Merchandising Director
James Thomas Chirurg Co.

A number of chapters of the National Industrial Advertisers' Association have recently held panel discussions on the subject, "What Do Distributors Think of Your Advertising?" Because of the importance of this question to all manufacturers who sell through distributors, it will be profitable to investigate some of the disclosures.

I. Put The Distributor in The Act: What most distributors want in their manufacturer's advertising is to be mentioned as a source of supply. They do not insist that their individual company name be listed — although they like it—but they are strong in their conviction that all advertisements should at least carry this notation: "Buy from your local industrial distributor." Analytical distributors feel that an advertisement is not accomplishing its full purpose if it creates desire on the part of reader—and then fails to tell him *where he can buy the product*.

To encourage manufacturers to do a better job of selling "quality distribution" as well as their products in advertising, the two industrial distributor associations have instituted annual advertising awards. The first awards for the "business paper advertisements that state the benefits to users of buying from industrial distributors" were recently made to New York Belting & Packing Co. for the best single business paper advertisement (with honorable mention to The Osborn Manufacturing Co. and The Carborundum Co.) and to The Bunting Brass & Bronze Co. for the best series of two or more business paper advertisements (with hon-

orable mentions to The Allen Manufacturing Co. and Worthington Corp.).

Complete information about these awards may be obtained by writing Robert C. Fernley, National Industrial Distributors' Association, 1900 Arch Street, Philadelphia 3, Pa.

2. Create Product Acceptance: A distributor may be willing and is usually helpful, but he does not have time to introduce and pioneer a new line. He depends on the manufacturer to do this. And the astute manufacturer rests heavily on business paper advertising to help accomplish this task.

It is interesting to note the accuracy with which product acceptance can be measured. A large New England manufacturer plotted results of a series of recognition surveys made on his kinds of products over a 10-year period against the percentage of the total market sales made by his company. The close coincidence of these various graphs showed conclusively that a manufacturer's sales are in direct proportion to his degree of recognition in each market classification. And since "recognition" is primarily the result of the number of contacts on the users' and prospects' minds—then the more contacts the higher the recognition rating. Contacts are usually made by personal calls, by catalogs and literature, by direct mail and by *business paper advertising*. This article deals with only the latter medium. Certain analytical manufacturers have surveyed their markets, determined the "recognition" (or acceptance) of their products—and deliberately set about to increase this

acceptance by a calculated increase in their numbers of contacts. Many instances testify to the soundness of this technique.

An example of the power of business paper advertising to create product acceptance was recently experienced by a company that introduced a radically new metal-finishing machine. Because of a serious materials shortage, the new unit was sneaked on to the market shortly after the Korean invasion. The business paper advertising was held up to avoid irritating prospects whose interest might be aroused by it but who could not get delivery. A modest publicity release pulled over 4,000 inquiries and a score of industrial distributors "took on" the product. Sales were easily made within the limited output caused by the materials shortage. But as critical parts became more abundant, distributors found a definite sales resistance on the part of prospects because they never had seen the new product advertised. The deliberately delayed advertising campaign was started early this year and this handicap is now being removed for the company's distributors. "To create product acceptance" is merely another way of saying "to save selling time for the distributor."

3. Stress User Benefits: Distributors are particularly articulate in their praise of advertisements which arouse the interest of their readers, and in their criticism of those that do not. Distributors invariably pick as their favorites advertisements which emphasize user benefits. Be sure to spell out each advantage to the user. Translate each sales feature of your product into a clear statement of *what it will do for the prospect*: save time, money, materials, shutdowns, maintenance, overtime repairs, and other good things he hopes for. The degree to which you accomplish this in your advertisements determines to what extent you do "arouse interest in your product" and the amount of education your distributor salesmen get out of your advertisements. You must not forget that these partners are looking over their prospects' shoulders at these same advertisements.

The more completely you implant these user benefits in the minds of your distributor's prospects, the easier his job is or the more sales he gets per hour of selling. Another method of saving time for your distributor: Your distributor appreciates a mention in your advertisements of his on-the-spot personal 24-hour services and convenient stocks translated into user benefits.

FIRST ISSUE...

JANUARY, 1953



HERE'S a dynamic new paper designed to do an essential selling job for every manufacturer marketing products through industrial supply distributors!

Edited for distributor salesmen, executives and buyers—NATIONAL DISTRIBUTION gives you coverage of the group that sells production and maintenance equipment, tools and supplies to manufacturing plants, mines, quarries, oil fields, railroads, utilities and other service industries. *Guaranteed circulation 17,500 copies monthly.*

For the same reasons that other successful manufacturers and their agencies are planning now to use NATIONAL DISTRIBUTION, *you too*, can have this **EXTRA SELLING POWER YOU NEED IN '53.**

Write now for *your* copy of 32-page pilot issue, prospectus of this carefully planned publishing enterprise and rate card or *ask your agency man!* NATIONAL DISTRIBUTION, 270 Park Avenue, New York 17, N. Y.

First Issue Closes Nov. 21st!

Member: American Supply and Machinery Manufacturers' Assn., National Industrial Advertisers' Assn. and Magazine Publishers' Assn., Inc.



FORT WAYNE
Metropolitan and Allen County

1st in the State
2nd in the Nation
In Family Buying Power

Indiana's
"Golden Zone"
Market

Write for new 1952 Edition "GOLDEN ZONE" Market Book

Fort Wayne has the ability to buy . . . Among all the 162 Metropolitan County Areas in the U.S. Fort Wayne ranks 2nd highest in . . . E. B. I. per family — \$6,875 (Sales Management). Merchandising Co-operation — including Monthly Grocery Inventory.

The News-Sentinel
The Journal-Gazette
Fort Wayne, Indiana
Represented by Allen-Klapp Co.

Mark your product

for more sales

— with a
METAL NAME PLATE
by

CHICAGO THRIFT-ETCHING CORPORATION

Spotlight your product with a sparkling metal name plate. We gladly cooperate with sales and advertising executives to create standout identification which reflects your product's quality . . . marks it for more sales. Send a rough sketch or blue print for design suggestion and quotation. Let us help you improve your product identification. Write now for detailed information.

CHICAGO THRIFT-ETCHING CORPORATION
1555 N. Sheffield Ave., Chicago 22, Ill., Dept. J
Subsidiary of Dodge Manufacturing Corporation, Mishawaka, Indiana

4. Generate Inquiries: One sure way to impress distributors that a manufacturer's advertising is working, is for it to pull in a lot of inquiries which are turned over to the distributors for follow-up. Care should be exercised in the designation applied to the replies from this advertising. One large corporation irritated both its district managers and its distributors by sending out as "leads" lists which more truthfully should have been called "requests for literature." It is wise to warn distributors in such cases to screen the inquiries by telephone before wasting a salesman's time on a call. Aggressive distributors want and appreciate these inquiries.

5. Make Use of Distributors: Distributors should be encouraged to send in case studies of how a manufacturer's products have brought benefits to users. Some of them may be suitable to use in advertising. A number of manufacturers induce distributor salesmen to submit case histories by paying \$100 for each story used in advertising.

Experienced manufacturers do not expect too much help on advertising from their distributors. They know that most distributors are not trained in advertising (although they invariably have had considerable sales experience) and that they handle too many lines to be a specialist in any one line. They feel that they know more about how to sell and advertise their own line than any distributor—but they make use of the distributor's intimate knowledge of local conditions and use the distributor for this purpose and not as an advertising expert or critic. Similarly they have learned to use their own sales force in almost identically the same fashion for the same reason.

It is a good idea for a manufacturer's advertising manager to go out in the field periodically and talk with distributors. This enables him to find out first-hand what obstacles confront the distributor in the sale of the manufacturer's line—and to slant his advertising to help overcome these obstacles.

6. Synchronize Promotion: Manufacturers should get all their promotional activities "in step" to realize their full value. For example, the direct mail campaign, the space advertising campaign, manufacturer salesmen and distributor salesmen should all be co-ordinated so that they all push the same product or line at the same time. Some manufacturers plan correspondence courses, the

timing of which coincides with their promotional campaigns, for distributor salesmen. Others employ incentive plans to draw attention of distributors and their personnel to their promotional campaigns.

7. Merchandise Advertisements to Distributors: Whether you like it or not, there is no place in industrial marketing for modesty and a retiring nature. It is not enough to do a good job of advertising your products in the marketplace. To derive the full stimulative effect of advertising, a manufacturer should constantly, aggressively and imaginatively merchandise it to his distributors. If he doesn't, most of his efforts never will be seen or appreciated by either the distributors or their salesmen. If they don't know about the advertising support a manufacturer is providing, they will not be encouraged by this backing up to go out and ask for orders. Point out for distributors everything you do advertising-wise to help them. Don't assume that they'll find out about it by themselves.

Thoughtful manufacturers take the trouble to break down into localized territorial and specific market coverage just what their advertising is doing for each individual distributor. They know that the distributor is more interested in the fact that 12 coal mines and 384 industrial prospects in his own territory are reached by advertising once a month, than to learn that "over umteen million national readers will see our message." Even though it's more work, they explain what each publication is doing for each distributor.

A small advertiser doing a thorough job of merchandising his advertising can get greater recognition from his distributors than a manufacturer with a much larger advertising budget, who does a poor job of merchandising his advertising. For example: A valve manufacturer, with a small advertising budget, made 24 different mailings during a single year, calling attention to the advertising aid he was providing for his distributors. A survey at the end of this period indicated that the distributors thought he was doing "just as good a job" as his giant competitors whose budgets were more than 10 times as large.

A recent survey by the ANA indicates that about 4 out of 10 salesmen feel that their companies could do more to convince distributors that national advertising helps them. That a good job is done in educating company salesmen is proved by the fact that this same survey revealed that 9 out of 10 salesmen find that showing

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their companies' advertising to distributors is worth-while.

The smartest consumer publications know how important it is to a manufacturer to merchandise his advertising to distributors and dealers. They encourage and assist their advertisers to do a good job of merchandising their advertising straight through to point-of-purchase. It's just as important for manufacturers of industrial products to merchandise their advertising to their distributors. For the most part industrial consumer publications do not encourage or assist their advertisers in this important operation.

8. Explain Advertising Strategy to Distributors: It is not enough for a manufacturer merely to send out pre-prints of his advertisements and beat the tom-toms. To realize the full value and gain its full support, the strategy of this advertising must be explained to company salesmen and to distributor personnel. It is not unusual for company salesmen and distributor salesmen to be uninformed about the subject of advertising. It is well to remember that company and distributor salesmen are much more likely to "like" an advertising campaign if the manufacturer has taken the trouble to explain the objectives and strategy behind it.

The Trumbull Electric Department of General Electric Co. overcame this situation with a monthly educational mailing on the subject. Some were written by editors of business papers, pointing out what advertising in their publications accomplished for the manufacturer and his distributors. These planned endeavors tend to reduce the "area of ignorance."

The Worthington Pump and Machinery Corp. has prepared for this purpose an 11-page "Advertising and Sales Promotion Refresher Course." This guide cannot be read by a company or distributor without learning many rudiments of the subject. It covers each of these topics:

Consistent, Intelligent Advertising Helps Sales

Business Paper and Newspaper Advertising

Radio for Special Conditions

Worthington Blue Brute National Business Paper Advertising

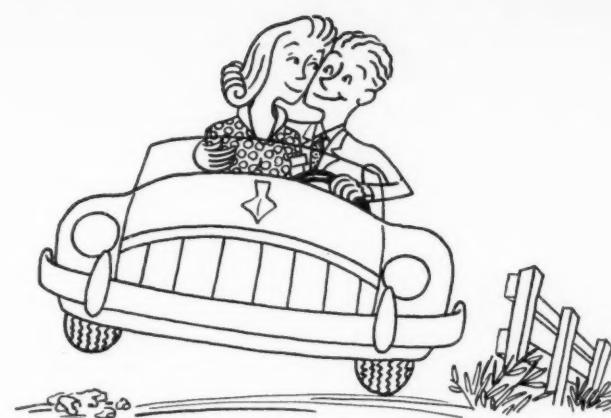
Use Direct Mail to Pin-Point the Message

How to Build a Direct Mail List

How You Can Check Your Mailing List to See If It Is Still Current

Successive Mailings Spell Success

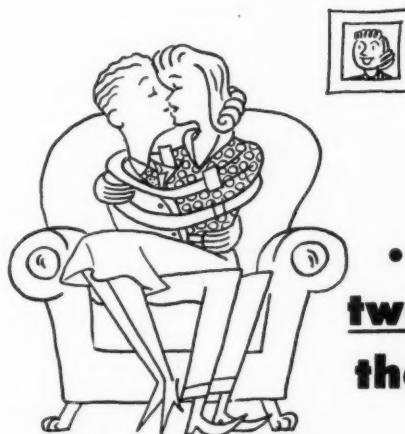
How to Know When to Make Direct Mailings



One-arm driving is fine ...



..so is one-arm "park benching"



**..but it takes
two arms to get
the best results**

to sell Memphis you need BOTH

WMC and WMCT

NBC-5000W

790 K.C.

Memphis' Only

TV Station

**owned and operated by the Commercial Appeal
National Representatives - The Branham Company**

Let Your Organization Know What You Are Doing
 Point-of-Purchase Advertising and Product Bulletins
 How to Maintain an Adequate but Not Excessive Stock of Product Bulletins
 Special Cooperative Merchandising Plans
 Price Books
 Data Books
 Worthington Blue Brute Prize Contest
 Blue Brute News
 Special Advertisements
 Publicity

9. What About Reprints of Advertisements? For years manufacturers have used in various ways reprints of their advertisements. One way is to send, automatically, without as much as a "by-your-leave," quantities of reprints to *all* distributors. This may be good if carefully handled and not overdone.

Distributors look with jaundiced eyes upon most reprints of advertisements because they were originally planned to do a job for the manufacturer and as a result do not "bring the distributor into the picture." Today, most distributors are not con-

tent with a stack of reprints rubber stamped with a distributor imprint or one that obviously has been crowded in as an afterthought. Most distributors like a 4-page self-mailer which reproduces a letter on the distributor's letterhead, emphasizing his own localized services and a manufacturer's advertising reprint on the inside.

In a survey of industrial distributors, this advice recurred frequently: "Don't flood distributors with too many advertising reprints." Most distributors appreciate the courtesy of asking them how many of certain reprints they want *before* any are arbitrarily shipped to them. Distributors recommend these simple rules for unordered packages of literature:

1. Write a letter with all packages not covered by an order, indicating purpose, use, disposition. This applies particularly to promotional material.
2. Mark all packages for the attention of the individual to whom the letter is sent.
3. Put the letter of reference on the shipping label.
4. If literature is not too heavy, clip a sample of it to the letter.
5. Mark both package and letter for the attention of some individual or department or as otherwise instructed by the addressee.

**Tell More
Sell More**

... WITH A *Displaymaster*

A Ring Binder that STANDS, SITS or LIES FLAT

At a flip of the fingers, it becomes a hard-hitting sales tool. *Displaymaster* props up at a 30° angle when prospect is standing, 60° when prospect is sitting. This better vision means better presentations. Sets up and takes down in a flash; no fussing with gadgets.

SEND FOR FREE FOLDER

Sales Tools, Inc. 1704 W. Washington Blvd. CHICAGO 7, ILLINOIS

**DEMONSTRATE and SELL YOUR
PRODUCTS ... SERVICES ... SALES TRAINING**

This Easy Automatic Way

Projectograph

**Slides Change
Automatically
Every 5 Seconds**

★ For sales meetings, conventions, displays, other uses.
 ★ Just plug into any AC outlet — no need to darken room.

Projectograph gives automatic, brilliant slide projection onto exclusive, 88 sq. in. Polocoat "Tel-O-Vision" screen. Everything self-contained. Electric motor time clock turntable automatically changes slides every 5 seconds. Start-stop remote control. Light weight. Portable. Low in cost!

Easily interchangeable PIC-DISK, at right, holds 14 2" x 2" glass or cardboard slides.
 12-disk carrying case available.

See your dealer or write:

PROJECTOGRAPH CORPORATION
 29 Church Street, Oshkosh, Wisconsin

10. Accomplish Special Objectives: A manufacturer often can help his distributors by using his advertising to accomplish specific objectives: explaining product shortages or material substitutions and in extreme emergencies, "how to make the products last longer." Sometimes manufacturers employ their advertising to help distributors to maintain prices or to move heavy stocks either of current or older models. At times they have utilized their advertising to help distributors discourage scare buying and in other ways influence the behavior of distributors' markets.

The money to meet taxes must come from just one little thing: the number of times you pocket the difference between (1) what you get from customers for what they buy and (2) what it costs you to put those products into customers' hands.

Sell as Customers Like it
 By W. E. Sawyer and
 A. C. Busen



Reading from left to right...

above, will get you nowhere. It's not a brother act, optical aberration, or scene in a gents' locker room. Just a cardboard lover, in nine attitudes . . . In nine displays, in fact.

The Admiral Moving Man is a sidewise torso tipper, swings from the hips like Sam Snead. Keeps a level head on him, however, because it pivots freely as he weaves from side to side. Without ever taking his admiring orbs away from the Admiral Television set which stands adjacent!

The Moving Man really *moves*. His phiz travels back and forth a good two feet. The only way we could show his mobile range (without calling in Walt Disney) was to photograph his action in several stages. Which required several displays! . . . Only one to a dealer, though. One's enough to make passersby take a good look at the Admiral.

The Moving Man display was conceived, engineered, produced and animated by Einson-Freeman . . . With the current competition for customers' attention, a good display is the only kind you can afford!

Einson-Freeman affords the very best! . . . If you'd like to see some, phone, wire, or write . . .

Einson-Freeman Co., INC.

Display-dedicated Lithographers

Starr & Borden Avenues, Long Island City, New York



WANTED

**AT ONCE
FOR DELIVERY**

During the Coming Year

\$2,000,000,000

**in RAW MATERIALS, PARTS
CONTAINERS and SUPPLIES**

\$200,000,000

**in MOTOR TRUCKS
and SUPPLIES**

\$80,000,000

in BAKERY MACHINERY

Will Pay Regular Prices

We buy over 50 kinds of food ingredients; also most every item used in mechanized production and distribution. Cut yourself a slice of our market . . . call a BAKING INDUSTRY representative now.

This advertisement sponsored by the bakers who read BAKING INDUSTRY, representing 92% of the buying power of the Baking Industry.

15,197 ABC

More bakers subscribe for BAKING INDUSTRY than for any other bakery magazine.

BAKING INDUSTRY



SINCE 1887

**Bakers'
Helper**

105 W. ADAMS ST., CHICAGO 3

Dear Editor . . .

QUESTIONS XMAS GIFTS

Editor, SALES MANAGEMENT:

I have just read the most interesting article, "Corporation Christmas Gifts," in the September 1 issue of SALES MANAGEMENT. Yet, when I finished, I found that I had a bad taste in my mouth.

The article is most plausibly written. It has facts and figures, pros and cons, and seems to be the result of honest, conscientious reporting. The point that disturbs me is the volume of gift advertising which surrounds the editorial copy page by page. At the moment I am confused. Did the editorial prompt the display advertising, or did the display advertising prompt the editorial?

From an advertiser's standpoint, I know well the advantages to be gained by having display advertising tie in with editorial comment—the importance of location, etc. But, at the moment, I have the feeling that I am being "steam rollered" into going all out for Christmas gifts—a project the basic idea of which is still controversial.

CHARLES E. HOPPING
Vice-President
The Roberts Co.
Los Angeles, Cal.

(If you plan a trip but don't know precisely where you want to go, what method of transportation you will use, and where to stay, you probably turn to newspapers or magazines which carry the largest amount of editorial copy on travel and the largest number of advertisements from organizations connected with travel.

Company executives, uncertain as to whether or not to give Christmas gifts and what product to use if they do decide to go ahead, do likewise.—The Editors.)

WHY AD FAILS

Editor, SALES MANAGEMENT:

In the last issue of SALES MANAGEMENT there was a letter to the editor from E. W. Dredge (SM, Sept. 15, p. 64) asking for comments about his advertisement for salesmen.

Why doesn't Mr. Dredge take the advice he undoubtedly gives his salesmen: "Be specific. Generalities don't sell."

What, for example, does the adjective "young" mean? To one reader it may mean a person 20 years old, to another a person 40 years old. What does Mr. Dredge intend it to mean to the prospective salesman he wants? Then there is the word "capable." Certainly every prospective salesman who reads this advertisement thinks he is capable. But Mr. Dredge must have meant some particular thing when he said "capable." Capable of what? And the word "aggressive" surely

has a hundred different meanings for a hundred different salesmen. How does the word "aggressive" help the prospective salesman to decide whether this is the job for him?

If, instead of "young, capable, and aggressive salesman" Mr. Dredge had told the approximate age and duties of this salesman then the prospective salesman could have decided better whether or not he qualified.

"High type of selling." Surely no intelligent prospective salesman would expect his prospective employer to advertise other than high type of selling. Have you ever heard of anyone advertising low type of selling? Exactly what type of selling is this?

"Excellent future": All companies think their men have excellent futures or at least apparently tell their men so. What is an excellent future in Mr. Dredge's company? A future position with more income as a salesman, a chance for a supervisory position, a possibility of becoming head of the company? Perhaps what Mr. Dredge thinks is an excellent future, the prospective salesman would not consider so, if he knew what Mr. Dredge meant by "excellent future."

If it takes specific ideas to sell products, it also takes specific ideas to sell men. Maybe salesmen are learning the lesson we are trying to teach: that generalities don't sell and that's why this ad no longer pulls the inquiries it used to pull.

Keep up your good work in constructive criticism of sales activities.

JOHN ADAM, JR.
Central Mutual Insurance Co.
Boston, Mass.
(President of Boston Sales
Managers Club)

Editor, SALES MANAGEMENT:

It is very interesting to note that in the article "How Many Customers Did You Lose Today?" (SM, Sept. 15, 1952, p. 58) the American Association of Newspaper Representatives finds some flaws in magazines and television in listing the 8 attributes of the direct selling medium. Furthermore, they claim that newspapers happen to show up well in all 8 attributes.

As a point of information, I personally feel that radio can even show up more favorably than newspapers.

Let's enumerate point by point and see whether this belief has been stimulated.

1. Depth of coverage: So far as intensity of numbers and penetration of all economic levels is concerned, radio is by far the penetrative leader.

2. Timeliness of the medium can boast of such immediate adaptability to adver-

SALES MANAGEMENT

Coming Soon . .

Holland's ZONE EDITIONS

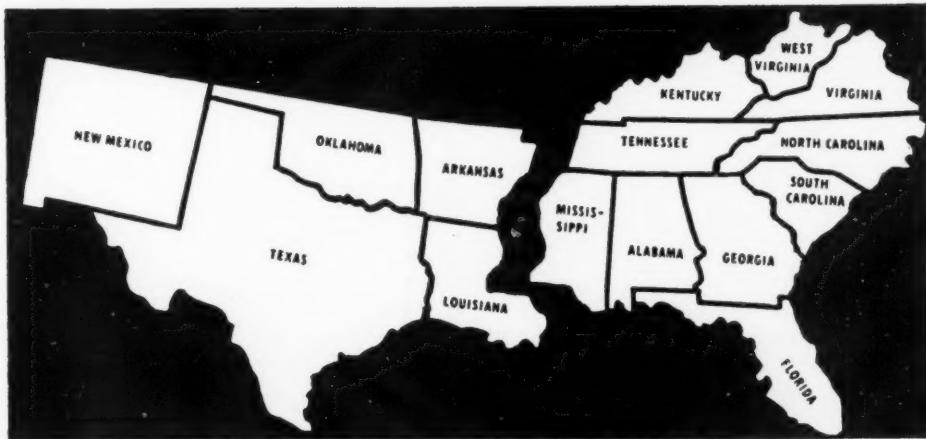
**DOUBLE-
BARRELLED
AMMUNITION
TO HIT
THE
SOUTHERN
MARKET!**

**Total
Guaranteed
Circulation
550,000**

**Effective January,
1953 issue**

**Average Annual
Net Paid**

*Keep your eye
on Holland's...because
Holland's is going
places!*



**Southwestern Zone With over
300,000 Circulation**

**Southeastern Zone With over
200,000 Circulation**

Effective with the February, 1953 issue, Holland's will give you two zone editions — Southwestern and Southeastern — to give you an even more selective audience...to let you buy the exact area, the exact market in the South you want.

Whether you buy only one zone because it fits into your distribution picture, or both zones for effective copy testing, Holland's is tailored to your needs. It is the *only* slick magazine devoted entirely to the South — the only medium that takes your message directly to the Southern market, without waste circulation.

ZONE RATES PER ISSUE

	SOUTHWEST ZONE	SOUTHEAST ZONE
Circulation	300,000	200,000
Page rate (black & white)	1,700.00	1,130.00
½ page rate	1,133.30	753.30
¼ page rate	566.65	376.65

New York, 104 E. 40th St.—Chicago, 35 E. Wacker Dr.—
Atlanta, 34 Eleventh St. NE—Dallas, 2027 Young St.—Los
Angeles, Simpson-Reilly, Ltd., 1709 W. Eighth St.—San Francisco,
Simpson-Reilly, Ltd., 703 Market St.

Give assorted COUNTRY CHEESES

Aged, natural cheese with the satisfying, delicious flavor that only our slow-time, old-world methods achieve. Prices include beautiful packaging and mailing to you, and to gift lists (with card) anywhere within U.S.A. We do not ship or sell outside continental U.S.A. Satisfaction guaranteed. Six favorites: June-cured Swiss, Sharp Aged Cheddar, old-fashioned Brick, rich, mild Port Salut, Aged American, Blue Cheese.

Pack 7D — Party Pack
2 lbs. net - - - - del. \$3.55

Pack 8D — Junior Party Pack—Swiss, Brick, Blue Cheese, Sharp Cheddar Club, 22 oz. (no substitutes). Gift boxed - - - - del. \$2.55

Free Booklet —In full color . . . shows other beautifully packaged assortments of choice, aged cheese available only at

THE SWISS COLONY 4 Cheese Row Monroe, Wisconsin



Smart refiners know free balloons bring people to service stations for gas, oil, grease jobs. People have children — children love balloons! Attract kids, sell parents with PIONEER Qualatex "Floating Billboards"! Refiner buys balloons or splits cost with distributor or station.

Whatever your product, pinpoint sales efforts at point-of-sale with PIONEER balloons. Printed in non-fading crackless pigments. Our Ad Service Department gives you ideas, samples, imprint information. Write today —

The PIONEER Rubber Company, 109 Tiffin Road, Willard, Ohio



88

tising whims and caprices or editorial matter.

3. Local availability of the product . . . Radio has complete rapport and selectivity.

4. Atmosphere of action—complete information supplied by radio plus the impelling factor of a voice.

5. Receptivity—constantly reaching the consumer at all times, even when he is occupied with other matters.

6. Flexibility—complete patterning (at a moment's notice) according to market-wise dictates.

7. Merchandisability—granted this is a fairly recent innovation industry wide, radio is adept at utilizing marketing principles in the way of tie-ins at the local level.

8. Immediacy of results—here perhaps radio can not consistently strut its well-earned reputation, but still can hold its own.

I know I am incurring the wrath of a host of advertising folk who are primarily print-minded, but I feel strongly about the talent, more so about the talent potentialities, of modern marketing principles applied to radio. And as an after-thought, I could also go to bat for TV.

JAY HOFFER
Sales Promotion Director
Radio Station WICC
Bridgeport, Conn.

(SM published this summary of American Association of Newspaper Representatives' findings, primarily to show the rapid customer turnover of many brands, and to suggest that more effective advertising would slow down the rate of turnover. The more effective use of radio and TV would help, too!—The Editors.)

DEPARTMENT STORES

Editor, SALES MANAGEMENT:

Our organization, doing over half-a-billion dollars annually, was not included in your article, "Department Store Membership in 18 New York Buying Groups."

BERNARD G. COHN, President
Independent Retailers Syndicate
New York, N. Y.

(Mr. Cohn's organization, with headquarters at 33 West 34th Street, New York 1, N. Y., represents 94 U.S.A. stores and 3 foreign stores. Mr. Cohn will be pleased to send a list of these stores to any SM reader who is interested.—The Editors)

BACK ISSUES OF SM

Editor, SALES MANAGEMENT:

Are you interested in, or is there a market you might suggest for the purchase of practically continuous sets of unbound issues of your magazine, extending back for possibly 7 or 8 years, which I as a subscriber have accumulated?

JOSEPH T. BELLEV
National Savings Bank Bldg.
90 State St.
Albany, N. Y.

CO-OP AD ABUSES

Editor, SALES MANAGEMENT:

I just finished reading the article "An Your Co-op Ads Abused in These Ways?" (SM, Sept. 15, p. 100) by James C. Cumming. I would like to take my hat off to Mr. Cumming for hitting a very touchy problem so squarely.

Many manufacturers selling to department stores have been placed in a position where they find it very difficult to refuse some of the requests for cooperative advertising. We hope this article will come to the attention of buyers, merchandise managers and advertising managers of all department stores throughout the United States. We are familiar with the evils which Mr. Cumming points out and, we feel certain, so are many other manufacturers who are in the same position.

We wish to congratulate SALES MANAGEMENT for putting this idea across so forcefully and hope that these unbusiness-like tactics will cease.

ALFRED B. CARING
John Dritz & Sons
New York, N. Y.

OUTSIDE SALESMEN

Editor, SALES MANAGEMENT:

I want to compliment you on the very fine article which appeared in the August 1 issue of SALES MANAGEMENT.

Dr. Charles L. Lapp has a down-to-earth and practical approach to many of our sales management problems. This is shown in his recent book, "The Supervision of Outside Salesmen" which, I believe, is one of the best books in its field.

His article, "How to Prepare a Salesman for Promotion to a Supervisory Job" adds to my feeling that his approach to sales management problems is especially worth-while to all of us.

I am sure that many like myself would appreciate having more material done by Dr. Lapp.

Keep up the good work of supplying all of us with the ideas which help us to do a better selling job.

BRUCE PASCHAL
Director of Sales Training
Bausch & Lomb Optical Co.
Rochester, N. Y.

IT'S 1,900

Editor, SALES MANAGEMENT:

In your issue dated August 1, 1952 (page 64) there appears an article entitled "Common Sense Package Cuts Welding Rod Waste," based on an interview with M. O. Monsler, Welding Division Manager for the Harnischfeger Corp.

The statement is made in the article that "For the last several months, farmers have been buying an average of 19,000 new welding machines each month." We question the accuracy of this figure . . .

J. H. WERNER
Secretary
Forney Arc Welders, Inc.
Fort Collins, Col.

(It's our error. Shipments are 1,900 per month, not 19,000. This figure is released by NEMA covering shipments of new welding machines.—The Editors).

SALES MANAGEMENT

TOP 10: Who will be the Grand'mère grand prize winner? Ten of the loveliest girls in Canada await the decision of 3 male judges . . . providing an ideal news peg for photographs . . . movies . . . and TV appearances.



CANADA'S SWEATER QUEEN: She's Betty Neden and she gets a birthday cake before watching a ball game in Toronto. It all adds up to lots of fun for Betty and reams of publicity for Grand'mère sweaters, which is the purpose of the showmanship.



BY JAMES C. CUMMING
Vice-President, Anderson & Cairns, Inc.

Grand'mère Posts "Sold Out" Sign After Sweater Queen Contest

The U.S.-style promotional contest has invaded Canada—and with a crash of cymbals. The beauty competition beloved of many a firm here in the States, sponsored by a Canadian sweater manufacturer, is now a sales bonanza.

This is the story of an idea that originated with a Canadian business paper. It is the story of an idea that struck sparks in the minds of three alert Canadian businessmen, and of how they promoted the idea into a record sales volume.

In November 1951, *Style*, a Canadian business paper devoted to the garment industry, reported the success of a number of consumer contests in the United States and wondered editorially why a Canadian manufacturer or group didn't pro-

mote a good contest in Canada. The report and the editorial were read by three executives of the Grand'mère Knitting Company Limited, sweater manufacturers of Grand'mère, Quebec. Albert Thibault, president, E. B. Watson, vice-president and Allan Becker, sales promotion manager, decided that the idea was made-to-order for the sweater business—and Grand'mère. They set up a 2-point contest:

1. The consumer objective was to feature the sweater as an important part of the modern woman's wardrobe and to associate Grand'mère sweaters with fashion.

ARTHUR L. RIESENBERGER,
as your ads
suggest —

Cincinnatians must be "following the trail" to Old Log Cabin straight bourbon. Best evidence of this: a three-year sales increase in Ohio's District A (Cincinnati) of about 100 per cent. Being Regional Manager, you're close to the picture, Mr. R.; don't you think we're justified in drawing the obvious conclusion from your sales and the fact that most of your Cincinnati newspaper advertising comes to the Times-Star—a year-in, year-out National Distillers' customer?



EXPLOITATION: This is an over-worked word in the U.S. and underworked in Canada. But Grand'mère's sweater contest points the way to splashy window displays.

2. The retail objective was to stimulate within the trade a greater consciousness of the importance of the sweater to the Canadian woman's wardrobe and to give greater opportunity to increase store traffic for Grand'mère retailers.

Accordingly, the contest was launched on January 23. It was announced in a Grand'mère advertisement in *Style*, backed up by publicity releases to daily, weekly and business publications:

Allan Becker, sales promotion manager of Grand'mère Knitting Company, today announced the opening of the first Canadian National Sweater Queen Contest. Closing date for the acceptance of entries is April 1.

Canadian high school, college and career girls who are single and between the ages of 17 and 24 are eligible as contestants. Entry blanks will be available at all Grand'mère dealers throughout Canada. Dealers will also support the contest with displays and local advertising. Grand'mère is running advertisements in high school and college newspapers to inform students about the contest.

Miss Sweater Queen of Canada will be chosen as the contestant best exemplifying the ideals of wholesome Canadian beauty by a panel of internationally famous artists and illustrators. The judges and their qualifications will be announced at a later date.

Semi-finalists from the provinces will be flown to Toronto by Trans-Canada Airlines for the final judging event early in May.

The "Queen" will receive a complete wardrobe and a week's trip to New York City. In addition to seeing all of New York's famous sights during her gala visit, she will be photographed by a famous fashion photographer, meet television and radio celebrities and see Broadway shows.

The first Canadian National Sweater Queen Contest has received the endorsement of the Canadian Knitted Outerwear Association.

Notice the retail "hook" in that opening story. Throughout the contest entrants were encouraged to go to the local Grand'mère dealers for entry blanks, although on February 4 advertisements including entry blanks appeared in college publications throughout Canada. At the same time Grand'mère dealers received a complete kit of promotional material, including newspaper mats which they inserted at their own expense.

Hundreds of dealers took advantage of this means of getting publicity for themselves through the contest, with the result that a steady barrage of retail advertisements kept the contest "hot" throughout the entire spring season.

At the same time a continuing flow of publicity was issued from Toronto, Montreal and New York as news about the contest developed. The co-operation of manufacturers of non-competing lines of apparel was welcomed, and as they came in announcements went out. The appointments of Bradshaw Crandall, Arthur William Brown and Russell Patterson were good for many columns of publicity and a number of radio interviews. On March 17, papers on both sides of the border published an interview with Harry Conover under the heading "Canadian Girls Make Best Sweater Girls."

Another good publicity break resulted when a trip to the Tower Isle Hotel in Jamaica was added to the New York trip which had been announced as the original prize for the winner. By this time the contest was rolling up like the proverbial snowball, with more contestants, more prizes and more publicity coming in every day.

Then, in May, came the climax—



For all Air Shipments—Inbound or Outbound
Call for Immediate Pick-up
24 hours a day—Sundays and Holidays, too!



EMERY AIR FREIGHT CORPORATION
Offices in all principal cities in the U. S.
Consult your 'phone book



the magazine
badly
 you HAVE needed . . . to reach ONLY
 that GIANT of industrial
 buying power: the

here's the MAN—

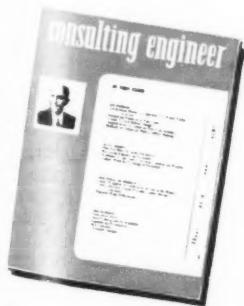


He works in one of America's
 enormously influential Consulting Engi-
 neering firms—or in the Central Engineering
 Headquarters of a big, multiple-plant corporation—
 or as Chief Engineer of a top-rank utility.

This morning he may advise an industrial client, as doctor-
 to-patient. This afternoon he may be planning . . . designing
 . . . specifying . . . building—one of Industry's mightiest
 construction projects!

If you build—or sell—products and services to
 Industry, he's vitally important to you . . . because he
 specifies and buys in vast quantities—and influences buying
 in vaster quantities still!

How can you reach him effectively with your advertising?



here's the MAN'S OWN MAGAZINE!

Now—for the first time—it provides you with direct, *exclusive* "means of communica-
 tion" with the more than 7,500 Consulting Engineers who wield great and growing industrial
 buying power.

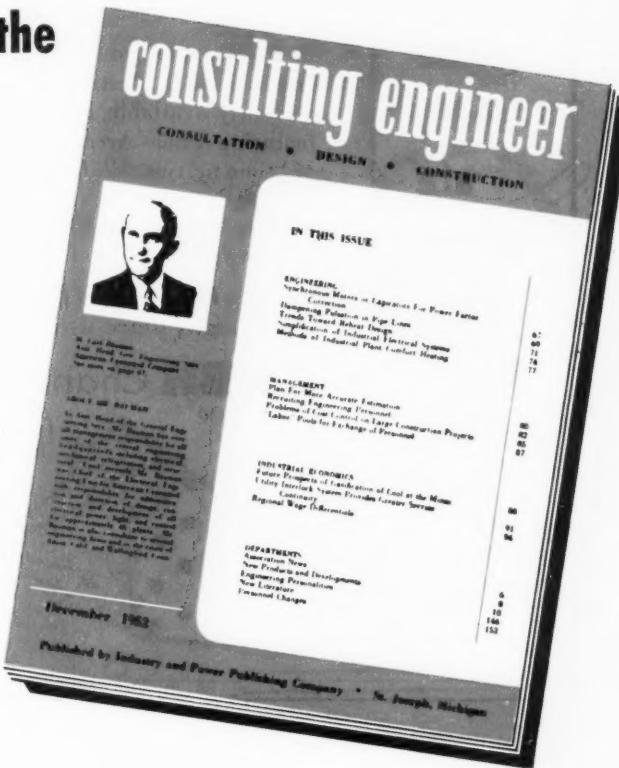
*This new magazine CONSULTING ENGINEER is the ONLY publication edited for the vital,
 special interests of this profession!*

*Editorial articles—at the Executive-Engineer level—will cover Management and Operation of
 his consulting engineering firm or department . . . Industrial Economics for his help and guid-
 ance . . . Engineering and Technical Information of the advanced nature he must have to
 keep years ahead in his thinking.*

here are the details:

CONSULTING ENGINEER — Published by Industry and Power
 Publishing Co., St. Joseph, Michigan
ISSUE: Monthly, beginning DECEMBER, 1952
CIRCULATION: Controlled. Addressed by Name and Title to: **COPIES**
 Executives and Top Engineers in approx. 2,000 largest consult-
 ing engineering firms and their branches . . . 5,800
 Chiefs or Heads of Central Engineering Departments in approx.
 500 multiple-plant corporations . . . 1,200
 Executives-Engineers in Central Engineering Departments of the
 200 multi-station utilities . . . 600
 Total Circ. 7,600

CLOSING DATE: November 15, 1952 for December issue.
RATES: \$200.00 per page for December issue.
TIME: GROWING SHORT—CALL US COLLECT!
 Phone St. Joseph, Michigan, 3-1573
 We'll gladly give you rates and full details at our expense! No obligation.



RESERVE YOUR SPACE NOW!

consulting engineer

Industry and Power Publishing Co.
 St. Joseph, Michigan

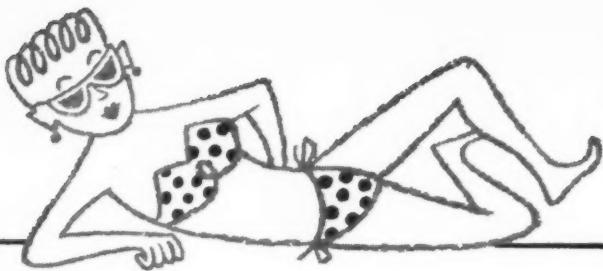
Rush me rates, specifications and full details of
 CONSULTING ENGINEER by return AIR MAIL!

Name

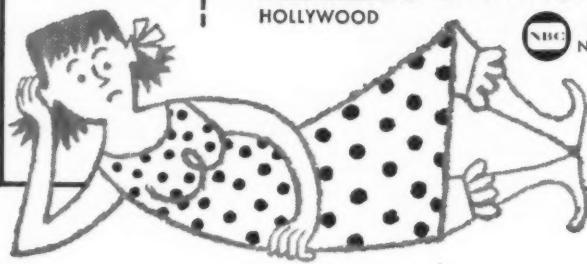
Title

Company

Address City State



some
spots
are
better
than
others



In Los Angeles your best TV spot buy is KNBH. Participations are currently available in *Komedy Klub*, featuring Uncle Archie and hilarious old-time movies. *Klub* has membership of over 150,000, over 5000 weekly mail pull; is on Monday thru Friday, 6:30-6:55 PM.

For the best spot, at the right time, at the right place use

KNBH Channel 4

HOLLYWOOD

Represented by
NBC SPOT SALES

these brochures may help you increase profits and reduce costs

To explain the function and value of some of our various market research services, we have prepared the following brochures. They are available to you at no charge.

They will be of great interest to sales executives and marketing men who are faced with the increasingly complex problems of keeping sales and profits high and reducing distribution costs.

1. A NEW CONCEPT IN MARKETING RESEARCH
2. THE TEST MARKET
3. THE STORE AUDIT
4. TAPE RECORDED DEPTH INTERVIEWS

Market research has helped our clients grow. It can do the same for you by providing the accurate information you need to ACT ON FACT.

GOULD, GLEISS & BENN, INC.

CHICAGO 10

17 West Ontario, SUperior 7-9168

Marketing Consultants • Market Research • Sales Analysis • Sales Planning

judging the contestants in Toronto. It was quite a climax, with everything turning out to be far, far bigger than anyone involved had expected.

First was the problem of an audience. The affair was planned for an out-of-town spot, and some concern was expressed about whether many people would come out to see the event. When the time came, however, they literally poured out from town, in busses, private cars and even on foot—and they packed the place. Furthermore, to get tickets, they had to go to Grand'mère retailers, and the stores of course welcomed the traffic.

The Press Came

Then there was the problem of press and radio coverage. What happened? Sixty-eight reporters turned up, backed by 15 camera men, and 5 movie companies. The affair was filmed for television in the States and for newsreels in Canada, and was presented on the Fred Waring show. "It was," says one reporter, "the biggest thing to hit Toronto since the Royal Visit."

But we'll let Jim Pickworth tell the story as he wrote it in his column, "The Clothesline," in the May 28 issue of *Style*:

Mart Kenny's Ranch, a dance spot a few miles out of Toronto, had all the appearances of a movie studio a few nights ago.

The occasion was the final judging in Grand'mère's Sweater Queen contest. The event was held in the huge dance hall, with over 3,000 enthusiastic spectators in attendance.

But more impressive than the large crowd was the appearance of literally dozens of cameramen. There were press photographers, taking still photographs. There were newsreel cameramen, representing all the major film companies. And even NBC television was on hand to film the spectacle for televiewers. Soon, hundreds of thousands of Canadians and Americans will be able to see what went on.

It was a thrilling sight . . . all those klieg lights . . . camera assistants wandering about with light meters . . . flash bulbs popping. And the highlight of it all, naturally, the 10 pretty girls who competed for the title.

I must say that I've never seen a prettier selection of Canadian femininity. The girls were young, fresh, wholesome. All had pleasant personalities and were good conversationalists. Any one might have been picked as Canada's "ambassador of fashion" and Canada would have been proud of her.

I hope the rest of the fashion industry decides on some way of cashing in on the publicity received by these girls.

SALES MANAGEMENT

That issue of *Style* also carried the winner's picture on the front page, pictures of runners-up on page 5, and a full-page story with pictures on page 9. Then, on pages 26 and 27, it was all nailed down with a 2-page advertisement announcing "A power-packed promotion set off by the sensational Sweater Queen Contest" and signed by Grand'mère. *The Telegram*, Toronto, gave the story more than half its front page, and the Sweater Queen was big news in all the newspapers.

But the "climax" was only the beginning. The Sweater Queen went to Montreal for personal appearances, and then to New York. Every phase of her stay there, from luncheon at the 21 Club to an evening at "Top Banana" was reported, with photographs, and the stories were avidly snapped up by the Canadian press. In New York, incidentally, the Queen acted as the Canadian ambassador of Fashion and Industry.

For example, here's a story that went to all Canadian newspapers:

Commissioner of Commerce Walter T. Shirley, today accepted on behalf of Mayor Impellitteri the first buyer's medallion of the Canadian International Trade Fair. Presented by Canada's ambassador of industry, Miss Betty Neden, the medallion was accompanied by a scroll inviting the mayor and the businessmen of the City of New York to attend the fair and meet with the traders, merchants and manufacturers of 32 countries to be represented in Toronto from June 2 to June 13.

The invitation sent by C. C. Hoffman, administrator of the Trade Fair was repeated in a letter from Alan Lamport, mayor of Toronto and Charles Collins, deputy trade commissioner at the Canadian Consulate in New York.

Miss Neden, winner of a recent all-Canada contest to determine Canada's "most wholesome beauty" also brought greetings from the women's wear industries of Canada to the largest fashion center in the world. Said Miss Neden: "As chairman of the Junior Fashion Council of Canada, it is a great thrill to have the opportunity to visit the city from which so much live fashion inspiration stems.



PUBLICITY PAY-OFF: 68 reporters turned up, 15 cameramen, and 5 movie companies.

The New York fashions and the fashion magazines from the United States have a strong influence on Canada. We in Canada include fashion as one of our live and growing industries and feel it a privilege to express in person our greetings to a sister nation."

In accepting the Canadian medallion and greetings for the mayor, Commissioner Shirley expressed his belief that the friendship of the United States and Canada as expressed in their allied trade interests could stand as an example to the world that free nations can live together.

After New York—Jamaica! And finally came the Queen's return to Canada for personal appearances with the resulting publicity at the local level. Yes, she lived through it, seemed to thrive on it, and said she enjoyed every minute of it.

For promotional purposes, the highlights of the contest were put together in a photographic album. It's a permanent reminder of the contest and the pay-off.

The Grand'mère fall promotion was keyed to the contest in every way possible, with the Sweater Queen as the model in national advertising. Complete merchandising kits were issued to retailers for them to cash in on the interest built in the Grand'mère line by the Sweater Queen Contest. A tie-up was made with one of the largest Canadian publications, *New Liberty*, where the September issue featured the Sweater Queen on the cover. The Grand'mère full-color national advertising appeared inside the magazine.

Pay-off Worthwhile?

What effect did the contest have upon Grand'mère? Obviously it gave the sweater company national prominence with publicity which would have cost more than a million dollars if it had been bought at space rates. But the effect was more than institutional. "Store sales of Grand'mère sweaters were phenomenal, and they're continuing. Our mill is completely sold up for 1952; in fact we're swamped," says Becker.

Somebody remarked that the entire sweater queen promotion sounded more like an American publicity operation than like something that would be done in Canada. Perhaps so, but it was done in Canada. It was, if anything, more successful there than it would have been in the States, and it's the sort of promotion that you'll see more and more north of the border because our friends there are learning what promotions like this will do for them. And they know how to run them.

SELL ILLINOIS'

7th MARKET

(CHICAGO EXCLUDED)

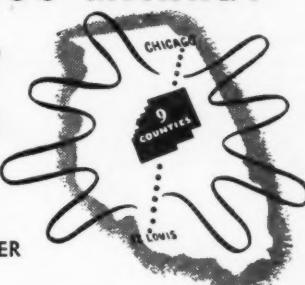
BLOOMINGTON

and the Great
PLUS MARKET

ILLINOIS'

2nd

LARGEST
EVENING
NEWSPAPER



(CHICAGO EXCLUDED)

The Pantagraph

BLOOMINGTON, ILLINOIS
Central Illinois' Home Newspaper Since 1866

Represented by Gilman, Nicoll & Ruthman

How the

RICHMOND

(California)

INDEPENDENT

operates its

EARNED

MERCHANDISING

CREDIT SYSTEM:

Product:	STOKELY-VAN
1/1/52 Earned	CAMPS, INC.
Merch'g credit	\$ 6.85
1952 Credits:	27.78
New Account Bonus:	0.00
TOTAL (to date):	34.63
Merch'g performed	
1952 to date:	35.70
BALANCE:	\$

Has your product an earned merchandising credit in the Richmond, California, Independent? (Notice that "New Account" bonus!) For information on your product check with Win Smith, National Advertising Manager of the Richmond California Independent.

Does It Pay Manufacturers To Train Retail Salespeople?

Sooner or later the manufacturer who is wallowing in despair over the low state of retail salesmanship will push his aspirin bottle aside and find the answer.

BY ROBERT E. TAYLOR
Vice-President, *TradeWays, Inc.*

The question is controversial in today's advertising and marketing world.

Many manufacturers speculate on the effectiveness of retail sales training in increasing sales. They consider the difficulties involved in a training program and then are uncertain whether to undertake one or to invest the money in more advertising.

Ad Agencies: "No!"

Advertising agencies, however, are usually positive on the subject of training salespeople. Their answer: an unequivocal "No!" To prove their point, they cite surveys which show retail selling to be almost as bad as it was during war years. They point out that retail salaries do not keep pace with those of other jobs, that retail sales jobs attract few intelligent people and that most retail salespeople as a consequence are indifferent, sullen, lazy. They are unable to learn product features and selling techniques. Advertising men ask: "Why train retail salespeople when turnover is so rapid that within a year the majority of those trained will be replaced by newcomers?" Money intended for retail sales training, advertising agencies maintain, is better spent on advertising which "pre-sells," and leaves to salespeople the jobs of making change and wrapping purchases.

Those who oppose retail sales training base their arguments on two assumptions:

1. It doesn't pay manufacturers to spend money on retail sales training because of incompetence, negative attitudes and rapid turnover of personnel.

2. New trends in marketing have largely obviated the need for salesmanship at the retail level.

The second assumption refers to the "marketing revolution," a term currently used to designate the trend toward self-service, impulse-buying, visual merchandising and brand-conditioning. This trend is admittedly an important factor in current marketing, but it is rarely noted that its significance applies to the sale of convenience and semiconvenience products only, and that it has little effect on marketing specialty and shopping merchandise.

The failure to recognize that consumer buying behavior is differentiated by the kinds of products involved is illustrated in a recent column in an advertising magazine:

"Behind-the-counter salesmanship, as everyone knows," the writer states, "is a myth." To prove his point, he mentions the fact that a current advertising campaign "single-handedly sells carloads of Pard dog food without help from store attendants." As a more striking example, he describes a friend who telephoned to order a case of Coca-Cola. Personal selling was not needed.

Really Pre-Sold?

Although advertising and point-of-purchase displays are supposed to sell merchandise, retailers who handle durable products are not doing too well with "pre-sold" products. If the columnist quoted were to step into any department store appliance section, he would find heavily advertised, well-displayed appliances being passed up. In the case of a \$300 refrigerator, for example, a customer is seldom interested in self-service, and a telephone order is unlikely. Studies of appliance retailing, notably the 1951 *McCall* study, conclude that to move bulging appliance inventories sound personal salesmanship is needed.

Consumers do not change their basic buying behavior when they purchase shopping or specialty merchandise. When a sizable purchase is to be made, they still shop various makes and compare prices to determine the best buy.

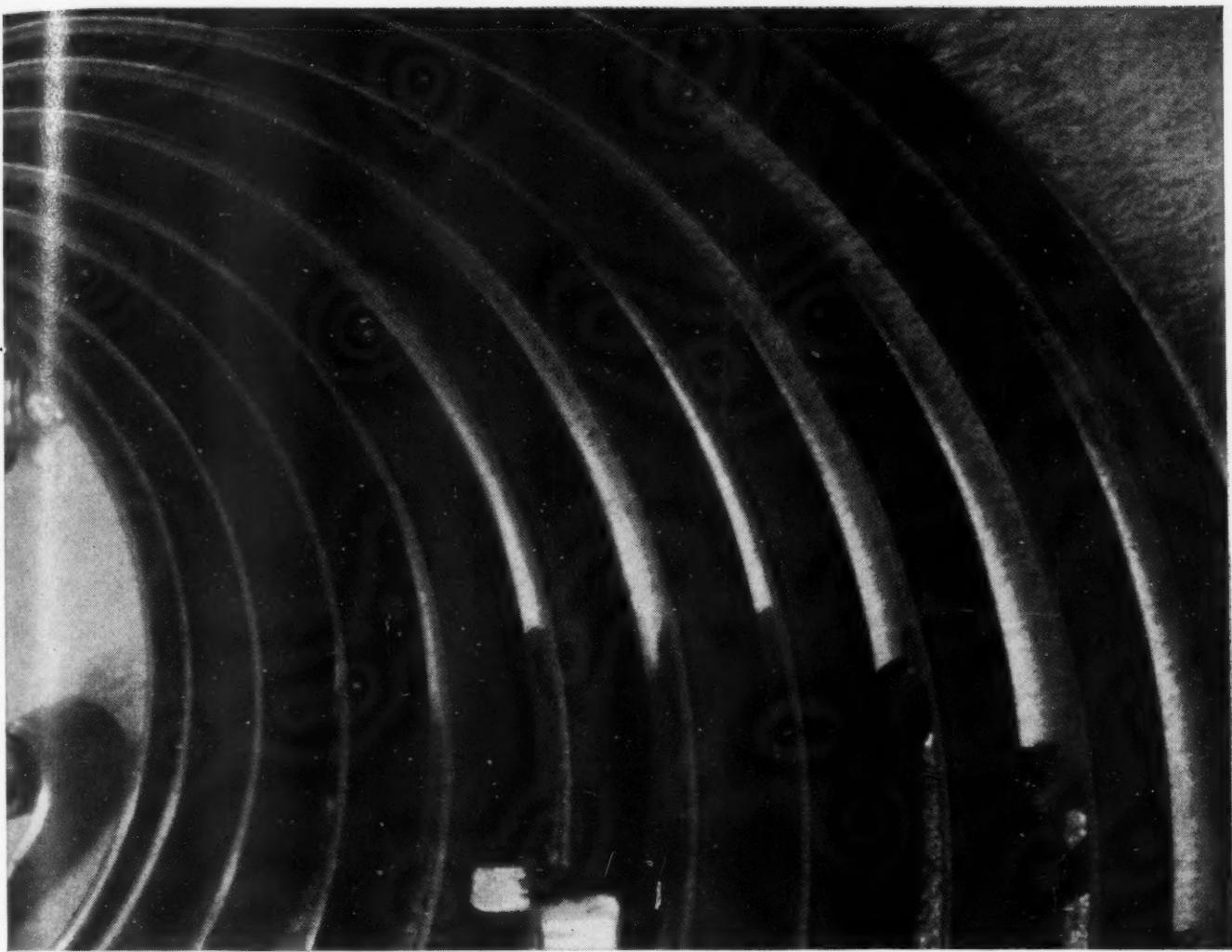
When several different manufacturers of the same commodity advertise in the same magazines, each assuring the consumer his brand is best, the consumer still faces the problem of making a decision. A survey conducted by the Brand Names Foundation, for instance, reveals that a large percentage of purchasers are willing to accept any one of several well-known brands. It is obvious that personal selling is an important factor which determines selection of brands.

Ads Not Challenged

The assumption that the need for salesmanship is being obviated, in the argument against retail sales training, doesn't stand up. The relative abundance of money has pushed some items from the shopping merchandise into the convenience merchandise classification. But it is incorrect to use the term "marketing revolution" as though it applied to the marketing of all products. While advertising is doing an excellent "pre-selling" job on convenience and semi-convenience merchandise, it still doesn't send customers to retail stores to put down money and say, "Let me have one of those Gizmo television sets advertised in this week's *Life*."

This is not a challenge to advertising power. It is an insistence that some advertising people aren't thinking when they make sweeping generalizations about the power of advertising to sell products which by their very nature demand personal salesmanship. On the other hand, there are many advertising people who support the view that "advertising's function is not to sell but to bring in prospects so the salesmen can sell to them." They are the first to agree that the need for personal salesmanship at the retail level to move shopping and specialty merchandise has not been lessened by recent marketing developments now affecting the sale of convenience merchandise.

The other assumption made by those who argue against retail sales training is that because there are so



You depend on one of these every day!

Here are parts of an object you use every day. Can you tell what the object is? If you can't, it's probably because the camera's so close it's difficult to tell one part from another. But, even if you can't identify them, common sense tells you these parts aren't of much use until they're correctly assembled. And it's the same with shipping.

Shipping is also made up of "parts" or services. All these parts must be put together properly before the goods you ship or receive can be delivered *safely, on time* . . . and at lowest cost to you.

If you could stand back and see the objects in the picture above, you'd recognize a mainspring and other watch parts. If you wanted them put in ticking order, you'd have

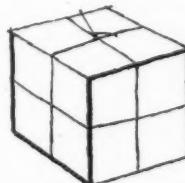
an expert do the job. But what about shipping? Does it cost you less to buy shipping "parts" separately and assemble them yourself? Or does it pay to have a specialist provide complete service? Only by getting the complete picture can you decide which way is best.

So stand back from your shipping problem. Compare cost for cost, service for service. Consider what you now pay for pick-up, insurance, receipts, shipping and delivery . . . as well as the extra costs involved in "breaking down" packages.

Compare all these separate costs with the *one charge* you pay for complete Railway Express service. Call your local Railway Express agent. He'll be glad to help you see how it pays to . . .

buy complete shipping service . . . in one package . . . and always use

- ★ **No size or weight limit**
- ★ **Pickup and delivery, within prescribed vehicle limits, in all cities and principal towns**
- ★ **Liberal valuation allowance**
- ★ **Receipt at both ends**
- ★ **Ship collect, prepaid, paid-in-part**
- ★ **Ship by air for extra speed**



IT COSTS LESS TO SELL

IN A

★ CONCENTRATED MARKET ★

THE MEATPACKING INDUSTRY

★ is one of the largest, most stable segments of U. S. Industry, good times or bad.. buys in billions, year after year.

★ includes 3889 plants, almost all located in or near major population centers.. permitting CONCENTRATED SELLING at minimum expense.

★ is a huge market IN ITSELF for processing and packaging equipment and supplies.. ingredients.. materials handling equipment.. air conditioning and refrigeration..canning machinery.. temperature control equipment.. motors, pipe, tires, etc.

★ write for specific, detailed information on the Meatpacking market for YOUR products or services..and how to reach it.

THE NATIONAL Provisioner

THE MAGAZINE THE MEATPACKING INDUSTRY Chooses TO READ

15 WEST HURON ST., CHICAGO 10, ILL.

18 EAST 41st ST., NEW YORK 17



We publish two good newspapers... they are read by everybody in and around Louisville

We sell advertising space at reasonable rates.

It produces sales.



The Courier-Journal

THE LOUISVILLE TIMES

Owners and operators of
Station WHAS and Station WHAS-TV
371,134 DAILY • 300,970 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.

many adverse conditions, including rapid turnover of personnel, training is a poor investment. Opponents of a sales training program say: "You can't train people who don't want to be trained—who lack interest, are dissatisfied with their jobs, are lazy, and have no inclination to do more than what is required to hold their jobs—until they can find better ones."

These are serious problems when planning and conducting a retail sales training program, but they are not insurmountable. Maybe it is impossible to get top-notch salesmanship in retail outlets. But top-notch salesmanship is not essential to make a sales training program pay for itself. The potential for increased sales volume which lies in better retail salesmanship is so tremendous that a slight improvement in the way your products are presented can pay handsome dividends.

"Near-Miss" Sales

Where does this potential come from? During the course of a day retail salespeople miss many opportunities to make a sale. Sales are lost because the salesperson is unwilling to put forth the required effort, because he cannot answer questions about the product, because he does not know the first thing about salesmanship. Whatever the reasons, these "near-miss" sales add up to a volume of potential business so considerable that even a small percentage of it can be made to pay off an investment in sales training. Let's take an example:

Suppose you sell a shopping or specialty item through retail outlets on a national scale. Your products are well advertised; get a fair share of window and inside display space. But most of your outlets carry competing lines. You want the retail salespeople to show your line oftener, to close a higher percentage of possible sales. So you get an estimate of the cost to prepare and conduct a retail sales training program. It turns out to be \$15,000. You begin to calculate. Your 620 outlets employ an average of 4 salespeople each in the department where your products are sold. Divide 2,480 sales people into \$15,000, and you have an investment of about \$6 in each salesperson.

What are the chances of returns on this investment? Sales gains might be bought at too high a cost. We'll say your gross profit on each sale is \$3, a low figure for shopping or specialty merchandise. Since any increase in sales as a result of training

does not add anything to your present cost of doing business (except the cost of the training program) almost your entire gross profit on the additional sales becomes net profit. This means the retail salesperson has to sell two more of your products for you to get back to \$6 investment.

Suppose the average turnover of sales personnel in retail outlets selling your line is 6 months. Can the salesperson sell two more of your products in that time? The salesman will be showing your line oftener now, because he can talk more authoritatively about your products. He would be less than human if he did not feel the impulse to show off his knowledge whenever possible. That means he will probably show your line in preference to competing lines. If your line is shown oftener, more sales should result simply from the law of averages.

You have taught the salesman how to present the selling features of your line. He knows a little more about salesmanship, too—how to narrow down the customer's interest to one or two items, how to make trial closes, how to trade up, how to suggest related items. His proportion of hits to near-misses is bound to show improvement. And if the salesman gets a small commission or bonus on total sales, he'll naturally concentrate on the line he knows how to talk about. Pride in selling more and a bonus may make salesmen stay longer and further increase sales, since training costs for new salespeople are avoided.

For Training: \$2

Will he be able to sell two more of your products over a six-month period as a result of these factors? Chances are, he will sell a great many more than that. Multiply his "average" by 2,480, the number of salespeople selling your line, and you begin to see that retail sales training can be profitable.

The figures in the foregoing example are not unrealistic. Some manufacturers who sell through thousands of retail salespeople get their costs down to \$2 or \$3 per person trained, an insignificant sum in view of potential returns. Aggressive merchandisers such as General Electric Company's Electronics Division, for example, invest large sums in retail sales training. They are not shooting for one extra sale. If the average retail appliance salesman talks to just 4 prospective TV set buyers each day, he has approximately 1,000 chances a year to sell television re-

ceivers. If G-E's sales training helps the trained salesman close only 1% more deals than an untrained man, 10 more TV sets a year per man are sold.

In the July issue of *Fortune*, an article on retail salesmanship states that Nash-Kelvinator recently tested the effectiveness of its retail training program by running the same advertising campaign for two dealers, only one of whom had his salesmen take part in the N-K training program. The advertisement attracted the same amount of floor traffic for both dealers, but the dealer whose salesmen were trained closed three to four times as many sales.

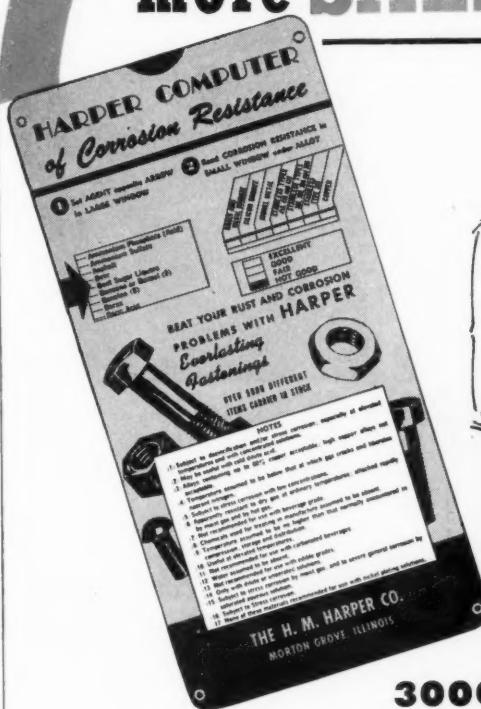
Why Failures?

Not all sales training pays off. It has to be planned carefully to overcome many problems. Retail salespeople are indifferent; they are ignorant of basic selling techniques, and they do change jobs often. Furthermore, it isn't easy to reach the few people in hundreds of thousands of widely scattered outlets. Many companies see no chance to overcome these difficulties, so they do nothing about sales training. This creates an opportunity for competing companies to step in and take the leadership in their industries, to win the retail salesperson's attention and loyalty, and to cash in on the good will such activities win from retailers. A retail sales training program can pay off simply by giving a manufacturer's salesmen talking points to increase the retailer's inventory or to get from him desirable display space, etc.

There is only one way to find out what will help retail salespeople sell your product: Go out in the field. Talk with salespeople, buyers, department heads in stores that are doing a good job with your line. Have shoppers go in to find out what salespeople say. That kind of study yields facts, leaves out personal opinion and pre-conceived notions, produces new ideas and valuable selling points for the training program. Illustrative incidents will be authentic and it will then be possible to state truthfully that specific methods come from the field where they actually produce sales, rather than from some armchair expert.

With a training program which gets down to fundamentals of what sells products, and with techniques which hold interest in the program, retail salespeople can be taught to sell with interest and authority.

more inquiries... more SALES



**3000 replies
developed for H. M. Harper Co.**

The Harper slide-chart is of interest only to real prospects for the Harper product. Yet one fractional page ad produced three thousand requests. Three thousand prospects then received this slide-chart that helped to sell Harper products.

Perrygraf Slide-Charts are practical as they dispense facts in simple, easy-to-read form... unrelated material is screened out and only essential facts appear. They are used by hundreds of companies to present product data and sales points. Perrygraf Slide-Charts

WRITE FOR THIS BOOKLET
Hundreds of applications are illustrated

are a sales tool that aids salesmen to sell... helps prospects to buy.

They are easy to use... just pull a tab or turn a disc.

Write outlining the information you would like to give your prospects. Let us explain how it can be done with a Perrygraf Slide-Chart and give you the cost.



PERRYGRAF

Slide-Charts

Designers and Manufacturers
PERRYGRAF CORP., 1502 Madison, Maywood, Illinois

THE *Gift* THAT'S SURE
TO BE REMEMBERED . . .

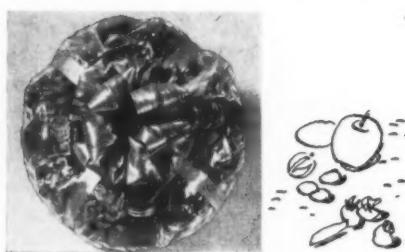
Yes, there's no forgetting one of the beautiful gift baskets from Seven Park Avenue Foods. Here is the utmost in quality—here, whether your gift list is one or a thousand, whatever your price specifications, you have the absolute assurance of unique assortments, beautiful packaging, and swift accurate delivery.

Write today for a detailed booklet which shows the wonderful range of Seven Park's world-famous gift baskets. All prices include delivery.



HORS D'OEUVRES ASSORTMENT

A superb collection of finest domestic and imported hors d'oeuvres—a gift to be enjoyed again and again and universally popular. \$10.00



CANDY, NUTS, JELLIES ASSORTMENT

An inexpensive assortment of finest quality delicacies—a gift treat to delight the entire family. \$10.00

**Seven Park AVE.
FOODS**
109 E. 34th St., New York City 16

SEVEN PARK AVENUE FOODS
109 E. 34th St., New York City 16
Please send me illustrated booklet of gift baskets from Seven Park.

NAME.....
FIRM.....
STREET.....
CITY..... ZONE..... STATE.....



TAPED FOR TEST: With an unprotected "no-man's land" in between, the chemist is about to apply Du Pont's "Seven-ite" on one-half of the body, and a conventional wax type cleaner on the other. Will the "Seven-ite" side be brighter?

Nothing Beats a Road Test To Back Sales Claims

Laboratory findings have their place, but nothing beats a road test. Purchasers of Du Pont's new "Seven-ite" protective automobile body coating, who want product claims backed up, don't have to rely on a chemist's say so.

When the specialty sales section of the Finishes Division, E. I. du Pont de Nemours & Co., Inc., Wilmington, Del., brought out "Seven-ite," Harry R. LaTowsky, manager, sent a batch to a Philadelphia paint laboratory and to Hialeah, Fla., with instructions to try it out under controlled conditions on 12 automobiles, 6 light and 6 dark colored.

The idea: give each test car a cleanup with "Seven-ite" cleaner and then apply "Seven-ite" itself, repeating every 21 days. The question: Would "Seven-ite" preserve the car's natural brilliant sheen, restoring it each time, simply by hosing with tap water and sponging off before each reapplication, thus eliminating the pre-wax cleaner?

The test setup was simple: There were 3 light colored cars the finish of which dull through normal chalking of the paint, while the other 3 were dark blue cars which dull through a natural process known as "bronzing."

For the duration of the test, each car was to have a dual personality. One-half of each car, including chrome, was treated with "Seven-ite" protective coating—the liquid spread on thinly and lightly wiped, after a short drying spell.

The other half of each test car was polished with a conventional type wax, except for a 4-inch center strip from front to rear, which was left unprotected. Then the cars were put on the road under the Florida sun and in the industrial atmosphere of Philadelphia.

Every three weeks each car was washed with water (no soap or detergent) and examined by finish experts to determine the degree to which the two polished areas and the untreated stripe had lost their original brilliance.

The result: The "Seven-ite" and the wax type polishes both stood up. But Du Pont had made its point: "Seven-ite," easier to apply and requiring only initial pre-cleaning, had a big competitive edge over paste.

Concludes LaTowsky: "Road tests have documented our advertising claims. Salesmen are now equipped with a factual selling story—which is, to my mind, the kind of a sales story which is unbeatable."

Basic to your 1953 Sales and Advertising Planning

5-Section Study on Metropolitan County Areas in NOVEMBER 10 issue of SALES MANAGEMENT

Most comprehensive ever
Up-to-date
Exclusive SM data
Original
Factors never before available

Basic market patterns are changing as people . . . and their buying power . . . shift from big-city concentrations toward a more even distribution throughout metropolitan areas. As stores move to suburbs and other metropolitan communities to catch up with this "fugitive" buying power.

Before you can plan effectively you must know what actually is happening throughout metropolitan county areas. What are the total retail sales within area boundaries as opposed to corporate limits of the central city? How much is being spent in the various store groups? Apparel? Eating and drinking places? Jewelry? Liquor? Lumber? Gasoline? Hardware? What are the quantity and quality aspects of the area? Population? Housing? Age groups? Labor force? Median Income? Income groups? To what extent is the area being sold—or undersold? How does it rank with other areas in population, sales, income, potential? How do the changes now taking place affect the media picture?

These and other questions regarding necessary information on metropolitan markets will be answered in the big 5-star November 10 study.

An Interim

SURVEY OF BUYING POWER in METROPOLITAN COUNTY AREAS

Section 1—NOW . . . SALES IN 12 STORE GROUPS
Retail sales estimates for seven additional store groups: Apparel . . . Lumber & Building . . . Jewelry . . . Eating & Drinking Places . . . Hardware . . . Liquor Stores (Packaged Goods) . . . Filling Stations. These groups . . . plus the five published in the Survey of Buying Power . . . show sellers and advertisers of both staple and "optional" items how each of the 187 areas shapes up as a market for particular kinds of products. All data are exclusive SM estimates of 1951 sales.

the trail of "fugitive" buying power
In the Issue after Next . . .
Basic Reference for Sales and
Advertising Planners for the full
12 months.

Section 2—PEOPLE, AGE GROUPS, LABOR FORCE, INCOMES

A combination of exclusive SM estimates and 1950 Census reports pointed up for sales and advertising planning by the Survey of Buying Power editors—an appraisal of metropolitan markets by their population characteristics. The information, covering the 57 largest areas (only ones for which Government compilations have been completed), will embrace: (1) Population 1952 (SM estimate); (2) Per Cent change from 1940; (3) Households 1952 (SM estimate); (4) Population per Household (SM); (5) Median Age 1950; (6) Number of Children under 10 years—Per Cent change 1940-1950; (7) Persons in Labor Force—Per Cent Change 1940-1950; (8) Persons in Labor Force 1950—Per Cent of Male Population 14 years and over 1950; (9) Median Income 1950—% of families under \$2,000 . . . % of families \$2,000-\$4,999 . . . % of families \$5,000 and over.

Section 3—HOMES, OWNERS, RENTERS

Adds certain quality delineations to the population characteristics in Section 2. The following eight factors from 1950 Census reports will be published and ranked: (1) Number of Dwelling Units 1950; (2) Per Cent change 1940-1950; (3) Per Cent Owner-Occupied 1950; (4) Per Cent Change in Owner-Occupied 1940-1950; (5) Median Number of Rooms All Dwelling Units 1950; (6) Per Cent with Private Toilet, Bath and Hot Water, all dwelling units 1950; (7) Monthly Median Rents 1950; (8) Median Values all Non-Farm Owner Units 1950.

Section 4—AREAS COMPARED IN 21 CATEGORIES

You've never seen anything like this before—162 Standard Metropolitan Areas ranked in 21 different categories: Population . . . Families . . . Total Retail Sales . . . Per Family Retail Sales . . . Per Capita Retail Sales . . . Food Sales . . . General Merchandise Sales . . . Furniture-Household-Radio Sales . . . Automotive Sales . . . Drug Sales . . . Eating & Drinking Places Sales . . . Apparel Sales . . . Gasoline & Service Station Sales . . . Lumber & Building Materials Sales . . . Hardware Sales . . . Liquor Sales . . . Jewelry Sales . . . Total Effective Buying Income . . . Per Family E. B. Income . . . Per Capita E. B. Income . . . Buying Power Quota.

Section 5—NATIONAL NEWSPAPER ADVERTISING DOLLARS IN 187 AREAS

One of the costliest studies ever undertaken by SALES MANAGEMENT. Metropolitan markets vary greatly in the quality of their consumers . . . in family income, from \$3,444 to \$7,217 . . . in family retail sales, from \$2,497 to \$5,490. Yet some of the best metropolitan markets are often bypassed in favor of larger areas where sales per family and percentage of newspaper coverage are substantially lower. November 10 makes possible for the first time a fair comparison of newspaper expenditures in all metropolitan markets regardless of their size or quality. The study will give an accounting of the dollars spent by national advertisers (general, new car, oil and gas) . . . will cover daily and Sunday newspapers originating within each area, and will be based only on the portion of each newspaper's circulation inside the area. Both dollar figures and relative indexes will be published . . . in terms of: (1) Per family (2) Per every \$1,000 of retail sales (3) Per every \$1,000 of Effective Buying Income.

Is the Freezer-Food Plan Here to Stay?

A West Coast manufacturer forecasts rapid growth for an industry that is at once being praised and damned for its current promotion. Odd fact: Freezers are valued by consumers more for convenience than for savings involved.

As told to James H. Collins
BY WILLIAM LAPIN • President,
International Products Corp.*

After World War I came radio and the household refrigerator, creating the radio-appliance business.

Now, after World War II, comes television . . . and what?

Refrigerators have reached more than 95% saturation. The appliance industry has developed numerous other devices—the automatic ironer, clothes drier, disposal unit, dishwasher, home freezer. But what can have that universal appeal to the housewife which was latent in the refrigerator?

At present there is a disturbing drop in appliance sales and consumer buying has fallen off for various conjectured reasons. "What can we sell to take up the slack?" is asked by the 35,000 appliance retailers who have come into business the past generation.

Boom!

Suddenly—like an explosive—the food-freezer plan and buying wave, rising in the West a few months ago, is sweeping the country.

The home freezer has been manufactured since the close of World War II—and to some extent before. Appliance dealers were compelled to take a percentage of freezers to obtain refrigerators in the days when the latter were in short supply. The freezers did not sell.

Then along came the door-to-door salesman, offering the housewife a freezer filled with a six-months supply of frozen foods, meats and other provender, saying, "If you had belonged to our wholesale club a year ago, this freezer would now be yours, paid for out of the money you'd have saved on the food."

*Los Angeles

102

The freezer was dramatized with dazzling figures presented by the salesman, so much per pound for the critter wholesale, so much less than the butcher's prices for steaks, roasts, chops. But backdoor figures do not always work out. In too many cases the freezer full of food is sold on installments at too high a price. The plan has raised objections from butchers, grocers, bankers, appliance retailers and manufacturers. It has been investigated by Better Business Bureaus. And it is now being adopted by the appliance trade and industry, after being scrubbed clean.

Well . . . ?

"You had these freezers in stock," the freezer plan promoter argues with the retailer, "and made no effort to sell them. We are selling them. What are you going to do about it?"

After a brief period of opposition and confusion, the appliance trade and industry have seen the sales values in the plan, when stripped of its pressure features, and are adopting it in various forms—because the freezer is as basic in American family economy as was the refrigerator a generation ago.

It isn't true that the appliance retailer was not selling freezers. Our company recently conducted a survey in its present market area, the 11 western states, in conjunction with the Berny Schwartz Advertising Agency, Los Angeles. Among more than 500 appliance distributors we called on there was concern over the slump in appliance sales, particularly in "white goods" (refrigerators, washers, etc.), and the need for an appliance to increase their volume to a normal level. Many distributors

were turning to the freezer as that appliance—and with success.

National freezer sales for 1951 were fourth in volume of all appliances, with more than \$378 million. That was more than all gas and electric range sales combined; more than all radio sales; more than combined lighting fixtures, kitchen cabinets and vacuum cleaners; more than total dishwashers, clothes driers, automatic ironers and hand irons.

In other words, the freezer was sold by appliance dealers as a basic utility value in the home, and freezer food plan promoters, honest or otherwise, had come in on the rising tide.

Although International Products is young, it has had 15 years experience with freezers, going back to the period when there was a limited demand among country people for commercial type freezers, and during the war years when city people bought converted ice cream freezers to hoard meats. That demand ceased when war ended, but it was something basic which now reappears in food plans. The crude converted ice cream cabinet of 10 years ago met a need in the family economy. Today the freezer food plan meets another family economy problem.

Economy Is the Basis

We believe that the freezer in the home is going to be what the automatic refrigerator was in its day, and accordingly we are building an appliance which will freeze as well as store frozen foods. With our upright models it is possible to obtain minus 40 degrees, and the housewife can freeze fresh foods when they are abundant, and cooked dishes.

Food plans have dramatized the freezer as something entirely new, necessary to her budget. Her chief concern today is to feed her family well but economically. The freezer helps her to do that, and long after food plans have become commonplace that will be the basis upon which to sell the appliance.

At present there is no demand for freezers. When Mildred marries Tom, and the families count everything they will need—house, furniture, refrigerator, vacuum cleaner, stove—they do not include the freezer. There will not be a demand until the freezer is counted in as part of the new home.

Food plans have captured the housewife's imagination on savings. She is fascinated by diagrams of sides of beef, bought at butcher prices, and stored away as choice steaks and



**BEXLEY-LOUDNER
ELECTRIC CO.**



ELECTRIC
SERVICE

RADIO
SERVICE



National Dealer* Survey proved . . .

1. 74% reported sales increased an average of 14% following erection of brand-name sign. (Increases ranged from 5 to 55%.)

2. 94% said that PLASTILUX signs had established them in the community as the DEALER for the product on the sign.

3. 62% reported they have stocked a more complete line of the product since the PLASTILUX sign took effect.

4. 79% said their clerks pushed brand-name products more after sign went up.

5. 97% reported PLASTILUX signs have brightened their storefronts and 87% said it brought in more prospects.

6. 99% of dealers reported PLASTILUX signs easier to maintain than neon signs.

* We recently asked 100 dealers, from each of 16 national sign accounts, to give us their honest opinion of PLASTILUX signs after a year's use. A full report, minus company and product names, will be furnished upon request.

Get SIGNews:

Sent free to advertising and sales people. It's the voice of SIGNvertising, keeping you informed of the newest in dealer identification and Point-of-Purchase developments.

WRITE FOR MORE DETAILS

NEON PRODUCTS, INC., 2003 · NEON AVE., LIMA, OHIO

NEW YORK, CHICAGO, LOS ANGELES, DETROIT; REPRESENTATIVES IN PRINCIPAL CITIES.

OCTOBER 15, 1952

**Proof
Positive . . .
that patented
PLASTILUX®
signs
brighten
storefronts
and draw more people in . . .**



"Our PLASTILUX sign is the only one in Clinton. It can be spotted about half a mile away and brightens the whole sidewalk," answered one dealer who is identified by a nationally-known brand name. Thousands of dealers who have erected PLASTILUX signs featuring a specific brand name know the extra value of brightening their storefronts to draw prospects in.

Actually, 97% of the dealers who answered our recent survey question said, "Plastilux brightened our storefront." And 87% reported "more prospects".

Customers see these bright storefronts and know where to buy the nationally-advertised products.

If you want to add this payoff-power and cash in on all your other advertising, brand your dealers. Our SIGNvertising Engineer will outline a complete dealer identification program for you without obligation.



SPECTACULAR!



Only 5 cities in the United States have Sunday newspapers with circulations larger than MINNEAPOLIS SUNDAY TRIBUNE 620,000 in the Upper Midwest!

PHOTO-REPORTS ON PRODUCT APPLICATIONS

Nationwide organization of 500 capable Photo-Reporters provides effective way to obtain on-location photos, case histories, stories and releases.

For more information write or phone
SICKLES PHOTO-REPORTING SERVICE
38 Park Place, Newark 2, N. J.

COMING . . .

Perfection Proves Merit of "If You Can't Lick 'em, Join 'em"

... In Sales Management

roasts. Better Business Bureaus have actually cut up carcass meats and found that there is little or no savings over retail prices. The prospect of buying frozen foods wholesale is also alluring—and just as deceptive.

If a family buys a filled freezer on that basis, to discover later that there is only moderate money saving—still it has won, because the value of the freezer and a stock of frozen foods in the home is not a money economy, but something else.

Bankers are interested in the food plan popularity, for they see a potential market in it for instalment loans. Recently the Bank of America conducted an inquiry among families having food freezers for six months or longer: What has it done for them? Are they satisfied—or disappointed? Among the answers, money savings was third—a poor third. Many had bought for that reason, expecting to live at wholesale prices. But the savings, if any, had been lost sight of.

Nice to Have Around

First, foremost and everywhere, housewives answered that convenience was the big value. They can go to the freezer and have a wide variety of foods, to fit any occasion—no running out to the stores, no day-to-day or emergency shopping.

The second advantage they said is in better food. The fresh flavor of frozen fruits and vegetables becomes its standard. That industry has really begun to get results from its years of technical development.

Mothers, elderly women and others who are not able to shop each day spoke of the time and labor saving. There is an odd budget angle. For many families, the days before the pay check comes, often every other week, are trying periods when cash on hand has to be stretched. With a freezer stock of foods the just-before-pay-day period is passed as a matter of course.

This basic situation broadens the frozen food market for manufacturer and distributor, because home freezer storage capacity will ultimately provide room in the home for trainloads of frozen products which could not be carried by the retailer or even the manufacturer.

Incidentally, the freezer business already has a peak selling season—in midsummer.

From the standpoint of the appliance business, the freezer has many advantages: It is still a virgin field. Most freezer sales are made to homes

that have never had this appliance. Hence there is a limited percentage of trade-ins to complicate sales. Refrigerator saturation is such that every other sale involves a trade-in, compared with only 4% on freezers. Thus one of the retailer's headaches is almost nonexistent.

Electric washers involve about 50% trade-ins, have reached 73% saturation. Ironer sales have dropped, as have refrigerators. Only clothes dryers the past two years have shown gains, and it is a shrewd guess that they are bought for the same reasons of family economy during inflation. Since the Korean buying spurt, the American consumer has doggedly held off from appliance purchasing, saving money, and many reasons have been advanced to explain it. But show the family that something can be saved by an investment in such equipment as a clothes drier or a home freezer, and the money is forthcoming.

Freezer sales are rapidly accelerating. Volume in 1952 is expected to surpass that of 1951, and there is a pronounced interest in larger models. In 1950 the 8-cubic-foot size was tops; in 1951 this had risen to 12 feet, and the trend today is toward 15- to 20-foot capacity. The larger the model the higher the consumer investment.

All Kinds of Plans

The appliance industry and the distributing trade are rapidly adopting food plans in various forms. They involve purchasing facilities for freezer customers, whereby frozen foods, meats and other supplies can be obtained; financing instalments; perhaps door-to-door selling. There are many variations. Already a book, "The Food-Freezer Plan," has been written by two experienced appliance men, Robert Harnish and David N. Ried (Harnish and Ried, Western Merchandise Mart, 1355 Market St., San Francisco 3—\$2.50). Our company, selling through distributors in 11 western states, does not have a plan, but strongly recommends the adoption of one by dealers to meet their own requirements.

The main reason for the appliance business to sell freezers with a plan is its new competitor, the frozen food industry. This postwar business is now hitting its stride. Freezer capacity within the home is tightly tied to its growth in volume. To provide that capacity, freezers must be sold.

If the appliance business does not sell them, what can the frozen foods business do? The answer seems to be: Go into the freezer business!

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Does Uncle Sam Read Your Story?

If not, maybe you'd better advertise, says procurement officer

Why do industrial sellers and advertisers put on clean white gloves when they knock on the doors of government procurement offices?

Since there's a human element present in government purchasing, advertising to government buyers can be just as effective as advertising to industrial buyers. That's the opinion of Commander Harold H. Blackman, officer-in-charge of the Purchasing Division of the Aviation Supply Depot, Philadelphia.

This month, before 150 industrial and agency members of the Philadelphia chapter, National Industrial Advertisers Association, Blackman pointed out just what the military buying viewpoint is. He asserted that government men expect to be approached by industrial sellers and advertisers as businessmen.

"Government purchasing," he said, "is much like any big business operation conducted by business specialists."

We Go Out 'n' Get 'Em

He added that "Our commodity buyers devote considerable time to reading technical and trade journals. Very often this advertising has its effect. For when we find that we have an insufficient base of adequate suppliers, and where we see that there is a company with adequate production capacity for certain types of production, we go out to them through our Industrial Mobilization Personnel and bring them into our planned procurement program."

Commander Blackman emphasized that the government buying offices "were appreciative of sound, constructive industrial advertising that sells to the general public the quality of the supplier and his product."

He also stressed the value of public relations and institutional advertising in getting across the integrity and reputation of a company.

The Naval Supply Corps, of which the Aviation Supply Office is one branch, is staffed by approximately 5,000 officers, Blackman said, and over 3,000 of these have either completed graduate courses in business administration or have college degrees in that field.

SAN DIEGO IS BIGGER



A
**BILLION
DOLLAR
MARKET**

TOTAL NET EFFECTIVE BUYING INCOME

Providence, R. I.	\$ 953,221,000
Louisville, Ky.	826,406,000
Miami, Fla.	789,488,000
Toledo, Ohio	764,166,000
San Antonio, Texas	756,005,000
Tacoma, Wash.	486,782,000
Des Moines, Iowa	429,780,000
Tulsa, Okla.	424,070,000

San Diego California... \$1,004,186,000

* DATA COPYRIGHTED 1952 SALES MANAGEMENT SURVEY OF BUYING POWER



**San Diego Union
and
EVENING TRIBUNE**

REPRESENTED NATIONALLY BY THE
WEST-HOLLIDAY CO., INC.

When the rain barrel is empty?

It's stretching the point to say that selling to industry has been "easy as shooting fish in a rain barrel." But for the past dozen years it hasn't been too tough, either. Not compared to the hard selling days advertisers and agencies may face tomorrow.

Industry's big job now is selling! And no other field of manufacturing provides a selling opportunity like the Chemical Process Industries . . . none offers so bright an outlook for the future.

If you sell to industry, you'll find this handbook well worth reading. For oldtimers in the market and newcomers as well . . . for advertisers and agencies . . . it's loaded with practical, basic information. A comprehensive 64-page manual to guide sales planning in industry's richest and fastest-moving market.

ING UP FOR SALES covers the serious business of how best to reach the market . . . at channels of distribution to select, the most efficient selling methods, defining territories and setting quotas. Shows where new plants are located, what buyers look in advertising and a wealth of other critical data.

3 SETTING UP FOR SALES...

With extensive evaluations and best sales practices reported, the CPI handbook shows how to select the most effective channels of distribution, the channels of distribution and most efficient selling methods. For the numerous new plants already in the process industries, it'll want to make sure of the best way to sell to them. It'll help you to know the art of grading, improve compatibility position and take full advantage of the rich potential of this growing market.

"Setting Up for Sales" deals with the comparative roles of distribution. Shows the number and kinds of customers with a consideration of other factors that determine the effectiveness of selling methods and selling methods. And the sales manager may find it especially helpful for defining objectives, setting quotas and building the prospect list.

The material which follows is offered with the thought that effective selling in the days ahead will take a place of increasing importance. For this reason, planners will find the maximum of information and data will be required from one sales force . . . to keep up with a growing market that's scheduled to turn out a \$40 billion-a-year chemical product by 1960.



4 LOCATING THE MEN WHO BUY

In the Chemical Process Industries, many men make the market for equipment, materials and services. Trace the patterns of sales and determine which titles will appear with the power to initiate, influence or approve purchasing.

For an whom do we turn the sales force issue? What's the best plan ever the risk potential has been measured and marketing strategy mapped? Do we concentrate on Production Planners or Chemical Company Officials or Purchasing Executives? Are sales more important . . . or should selling effort be directed to a combination of these groups?

At first glance, it seems impossible to decide which men to sell and how all the sales titles fit into the buying pattern. But a study of job responsibilities, however, is a clever problem solver. And closer examination shows that all of these buying influences fit . . . within a few functional groups which lend themselves to efficient and effective sales calibration.

LOCATING THE MEN WHO BUY clearly defines functions and titles in the CPI, starting with the 3-way breakdown of Administration-Distribution, Production-Plant Operating and Research-Development. The relative importance of each as a buying factor for equipment and materials is reproduced from actual studies and case histories.

CULTIVATING THE BUYER'S INFLUENCE shows how "mechanized selling" fits into the process industries . . . the job your own salesmen can do best . . . the contribution business papers can make to your selling program and the positions of **CHEMICAL ENGINEERING** and **CHEMICAL WEEK** among publications serving the market.



5 CULTIVATING THE BUYER'S INFLUENCE

In the manufacturing field, the market with best immediate and most promising long range sales potential is the Chemical Process Industries. But for this very reason, its buyers are more difficult to reach and sell up, and consequently the most difficult men in all industry for advertising. For maximum sales productivity, the advertising consciousness will first want to give his sales force the opportunity and the time to sell . . . by calibrating the right sales men who buy and influence the purchase of his products.

There are several ways of doing this basic selling job . . . through public relations, advertising, direct mail, sales shows, conferences and a number of other sales aids . . . and all have a place, depending on the company's objective and budget. This section will discuss business paper advertising, the most effective and economical promotion tool at the sales manager's command.

If you'd like a copy of this 5-section booklet, write direct to: **Market Research Department, CHEMICAL ENGINEERING—CHEMICAL WEEK**, 330 West 42nd Street, New York 36, N. Y. Ask for The Chemical Process Industries' **Handbook of Selling**.

W-H PUBLICATIONS . . . 330 West 42nd Street, New York 36, New York



RACK JOBBERS own, set up and maintain houseware selling displays . . .



. . . and they do the same "housekeeping" job in drug departments.

Why Super Markets Use Rack Jobbers

Incredible as it seems in mass marketing, it's the relatively small independent service agent—the rack jobber—who has put super markets into drug-housewares in a big way.

BY M. M. ZIMMERMAN • Editor
Super Market Merchandising

Meet the rack jobber who has honeycombed hundreds of super markets with shelf installations regularly stocked with health and beauty aids, housewares and, to a lesser extent, hardware, stationery and toys.

How can we explain the paradox of the giant super market industry, with annual sales of \$12 billion, accustomed to doing carload business direct with manufacturers, turning to local rack jobbers—in-between handlers—in order to get a good share of the drug and housewares business?

Mushrooming since 1945, the average rack jobber is a merchandising strategist who sees an opportunity to provide super markets with leading non-food merchandise with its handsome margin: Super markets generally do business on a 16 to 17% gross margin.

In 1937 there was still a wide gap between the goal—an integrated shopping center—and its accomplishment, even though quite a few pioneers had already developed their own drug, housewares, and soft lines departments. By 1940, in fact, 20% of the super markets carried health and beauty aids, and by 1944 it was 40%.

Prewar, not many super markets attained the volume which warranted hiring specialists who could profitably buy and merchandise these new lines. Then, too, quite a few operators had had bad experience with so-called "experts" recruited from the drug business. Since they knew little about super market merchandising practices, they in no time rolled up heavy inventories which couldn't be easily liquidated. It was difficult to obtain drug lines because retail druggists exercised pressure on wholesalers and manufacturers not to supply drugs to super markets. Super market operators knew that to put these new departments across they would have to be serviced properly; many of them felt that it was too much of an extra load with which to saddle store managers.

At this juncture the rack jobber jumped in. He offered the average super market operator a display of an assortment of drugs and cosmetics which would be handled almost completely by the jobber's route men, in return for which the super market operator would receive a discount from 20 to 25% on sales.

Operators received rack jobbers like long-lost brothers. Here was a way to get extra revenue without extra effort: no inventory problems . . .

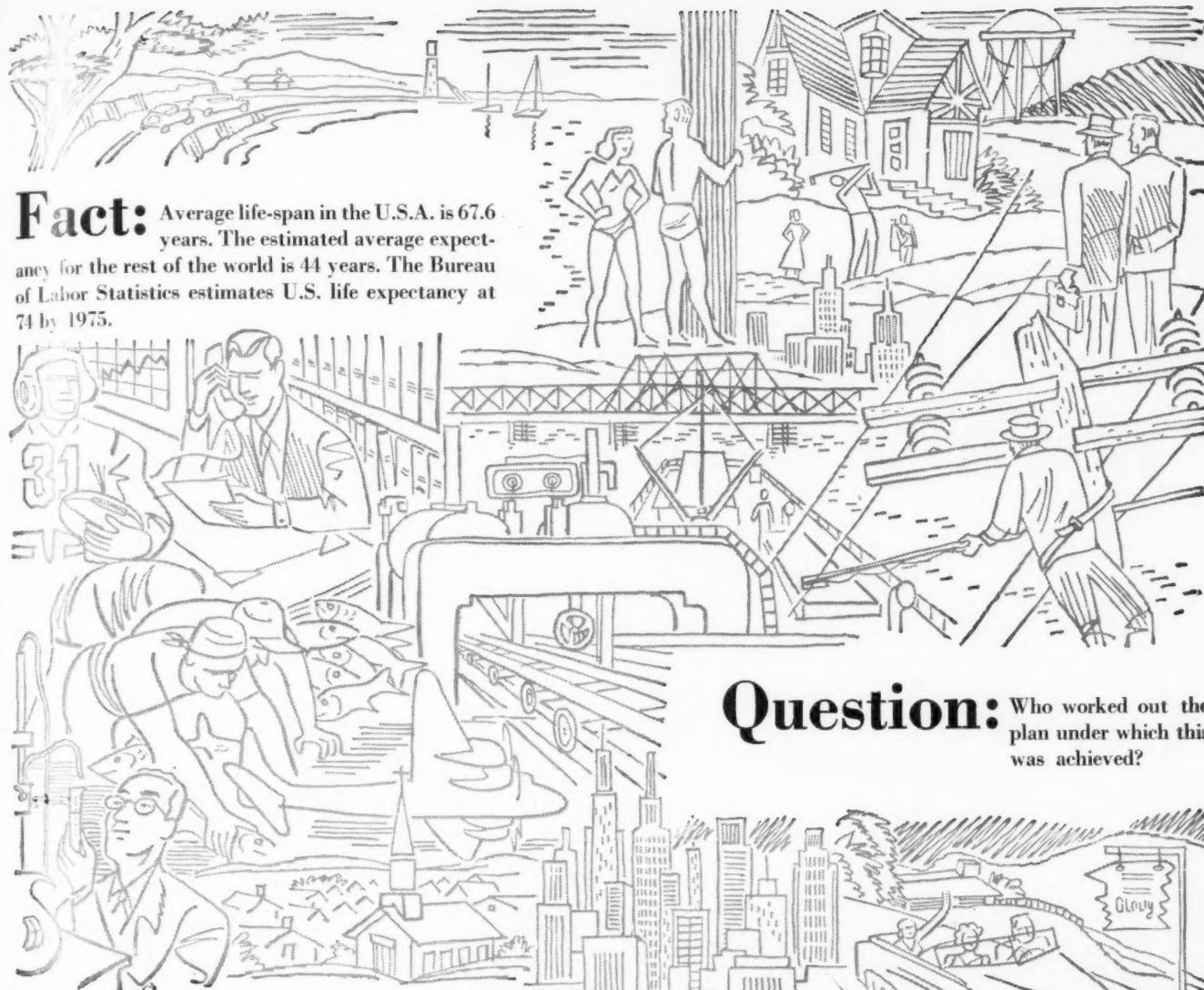
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ENT



Fact: Average life-span in the U.S.A. is 67.6 years. The estimated average expectancy for the rest of the world is 44 years. The Bureau of Labor Statistics estimates U.S. life expectancy at 74 by 1975.

Question: Who worked out the plan under which this was achieved?

Answer: No one. It is the result of a process, not a plan. It came about largely through the American process of vigorous competition to provide life-saving new medicines, proficient doctors, modern hospitals, better shelter, abundant food supplies and machines that reduce work-effort. The average man-hour of work in 1951 produced 3½ times as much goods as the average man-hour in 1900. Hence, the same process is responsible for more leisure to enjoy longer life. Competition compels wider distribution, increasing productivity and better products, thereby improving and extending our individual lives.



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THE COMPETITIVE SYSTEM DELIVERS THE MOST TO THE GREATEST NUMBER OF PEOPLE

Radio Still Dominates THIS RICH MARKET



PAUL H. RAYMER COMPANY • NATIONAL REPRESENTATIVE

no boning up on techniques of selling unfamiliar lines . . . no mistakes . . . no re-training of store personnel . . . no deliveries . . . no battling with drug wholesalers to get necessary brands . . . nothing but gravy—at least 20% of sales which amounted practically to a net profit.

In a few years large chains, little chains and independents by the hundreds signed up with these service-wholesaler specialists, the latter riding in sometimes on a health and beauty aids rack, or a housewares rack, or both.

By the end of 1951 rack jobbers were able to tally up a sizable number of super market installations—40% of the member companies of the Super Market Institute, for example, for health and beauty aids and for housewares. Nor did they confine their operations to super markets; they reached out into innumerable "superettes" and other food store outlets.

However, there were striking regional contrasts in the extent of penetration of super markets by jobbers. Thus, according to a survey conducted in 1951 by the Super Market Institute, 61% of the super market

companies bought from rack jobbers in the Middle Atlantic region; 46%, Mountain and Pacific; 44%, East-North Central; 42%, Southeast; 39%, West-North Central; 22%, New England and Canada; 9%, West-South Central.

58% Buy

In housewares, 58% of Super Market Institute companies bought from rack jobbers in the East-North Central region; 48%, Middle Atlantic; 42%, Southeast; 41%, West-North Central; 29%, Mountain and Pacific; 25%, New England and Canada; 11%, West-South Central.

Because manufacturers are willing to sell direct, there apparently are no rack jobbers for soft lines.

Rack jobbers may add toys, pet supplies, and notions.

It hasn't always been easy sledding for the rack jobber. He often has to fight for space in stores against the contention that they are already overcrowded; in the process he has convinced many operators that non-food lines are a necessity no matter what

Radio delivers MORE sets-in-use in the South Bend market than before TV! . . . Hooper Surveys for Oct.-Nov. 1951 compared with Oct.-Nov. 1945 prove it. Morning up 6.8, afternoon up 8.0 and evening up 4.4. Television is still insig-

nificant here because no consistently satisfactory TV signal reaches South Bend. Don't sell this rich market short. Wrap it up with WSBT radio.

30 Years on the Air

the size of the market. It is interesting to note, too, that some leading national chains such as A & P have opened their doors to rack jobbers in different areas of the country.

There are two trade associations: American Rack Merchandisers, Inc., Chicago, primarily for the housewares jobbers and Toiletry Rack Merchandisers Association, Inc., Cincinnati, which mainly helps beauty aid distributors. The main endeavor of both associations is to improve and fortify the merchandising service to super markets as well as to hundreds of smaller food store units which are supplied by the membership.

Just how does a rack jobber operate? Let's study a typical housewares service outlet operating in Colorado:

1. This company carries 450 to 500 items in stock and through years of specialization has learned which are the best performers and which are the duds as far as sales and turnover are concerned.

2. It can gauge pretty well which new items will go over, to avoid inventory losses.

3. It has its own warehouse, pre-marks all merchandise, delivers directly to all stores where its routemen

set up displays and write their orders once a week.

4. It rotates the merchandise. Housewares cannot always be reordered as soaps or coffee are. New items have to be introduced continually because the selling power of many single products is short-lived. Not only should housewares be shifted to different shelf positions on the display to keep impulse buying white-hot, they should be circulated in different stores. If they don't go over in one neighborhood they are pulled out and tried in another. That is the basic pattern defined by "rotation."

5. It relieves the operator of the problem of carrying reserve stock in broken-case lots which clutter back rooms and bog down merchandising. For economy, only as much is sent into a market as can go directly into the display.

6. It uses markdown techniques intelligently to speed turnover. Five percent is conservative for markdown and should be applied discriminately.

7. It handles all promotion, related-item sales techniques, point-of-purchase displays to increase sales.

These are the basic tasks which

distinguish the housewares rack jobber's role. The drug rack jobber has an analogous function with one unique exception—and a very important one it is. Rotation is not so vital in selling drugs and cosmetics as it is in selling certain housewares. About 200 top sellers in the drug and cosmetics department can be carried on a steady reorder basis, just as with top food brands.

But Not All

Of course, the rack jobber by no means pre-empted the field when super markets got into the drug and housewares business. By 1951, rack jobbers handled 40% of the companies only. The majority of super market organizations were busy getting into drug and housewares, buying from wholesalers or direct from manufacturers. Today, health and beauty aids are carried by 90% of the super markets and housewares by 68%.

Despite enthusiasm of many super market companies for rack jobbers, 47% of the operators in 1951 bought

direct from manufacturers and 53% from wholesalers. Evidently, there is an overlapping of sources of supply for health and beauty aids, with the majority of super markets buying their products from wholesalers and manufacturers. In housewares, in 1951, 41% of the super markets bought from manufacturers and 56% from wholesalers.

In addition, according to a survey conducted by the Super Market Institute in 1952, 22% of super markets have their own central warehousing for health and beauty aids.

In view of this parallel penetration by super markets into drugs and cosmetics business, the question arises: Will the rack jobber retain the share of super market drug and housewares volume he has already captured?

The best way to approach this question is to recognize that we are living in a competitive age, and in that respect the rack jobber has just as much to contend with as with any other factor in our economy. Competition for the rack jobber comes from two main quarters: super market chains and food wholesalers.

Foremost, of course, is the super market chain. Larger organizations

How to Cut Your Moving Costs!

Don't try to figure the expense of transferring your personnel on the basis of the *moving bill alone!*

Alert sales executives know all about *hidden costs*—the valuable time spent planning moving details.

United Van Lines *Pre-Planned* service cuts your moving costs because United relieves you of details . . . from start to finish.

For *Pre-Planned* moving service that eliminates worry, saves time and money . . . call your experienced United agent, listed in the classified phone book.

WHAT WILL THE MOVE COST?

Write for FREE United Rate Calculator . . . it will help you determine moving costs. We also send a United Moving Kit, containing many helpful moving hints.



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United VAN LINES, INC.
Moving With Care Everywhere . . . Over 400 Agents in U. S. and Canada



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Without obligation, please send free Rate Calculator and Moving Kit.

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FIRM _____

ADDRESS _____

CITY _____ STATE _____

If You Want MASS



...LIKE
CH

With a mass product, you buy mass markets. Mid-America is one — a mass market, dominated by farmers. You can't sell Mid-America without farm families, nor the magazine that concentrates on them alone!

Buy
Capper's
Farmer



learn to master fundamentals of the health and beauty aids business just as others have done for a long time. Retail druggist resistance to drug sales in the super market crumbled and it is possible now for most chains to buy practically all the 200 to 300 items they want direct from the manufacturer or from the drug wholesaler.

Since drug and cosmetic volume accounts for 2% of sales in an average super market, these items assume important proportions as a department, and warrant hiring a specialist who can buy and merchandise them for a chain. Super market operators like to maintain control over what they sell. They had previous experience, for example, with concessions in meats, fruits and vegetables, and eased them out to maintain better supervision, better sales and better profits.

Fertile Territory

Of course, a considerable percentage of super markets do not command the same volume and facilities and buying power as do larger chains. They offer the most fertile territory for the rack jobber, and it is likely that the latter's position will, for some time, remain entrenched among these markets. The only threats to their sphere of influence come from food wholesalers who supply the same markets, and from the headquarters of either wholesaler or retailer-owned cooperatives, with which hundreds of super markets are affiliated.

The story on housewares is slightly different. There are greater difficulties involved in branching out independently into the housewares business. Housewares require much more specialization and service since the principles of rotation are involved. It is necessary to keep the impulse appeal of the housewares display vital and exciting in order to keep sales alive.

However, one leading northern chain that has been buying and selling housewares for a long time maintains that any group of stores with an annual volume of at least \$10 million a year should go into the business itself. Potential annual volume of at least \$100,000 is good reason for a chain to organize its own purchasing and merchandising setup on housewares.

What some chains do is to introduce an operation similar to that of the rack jobber. Specialists are sent around to service displays in various markets under the aegis of the chain headquarters. The expense of this added service is defrayed by the fact

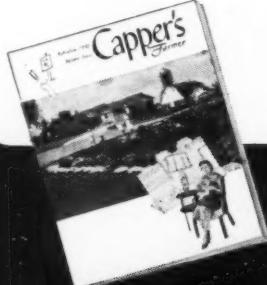
If You Want CLASS



...LIKE
De Laval

When your product costs important money, you want the people who have money. Farm families are near the top. And tops among them are the readers of Capper's Farmer. They are the most prosperous farm families in Mid-America, itself the richest farm market on earth!

Buy
Capper's
Farmer



that these specialists not only supervise housewares, but drugs and cosmetics and all non-food lines, including soft lines, toys, etc.

Then, too, some chains that have been experimenting with housewares claim that the rotation principle has been belabored and is not necessary for all houseware items. In fact, one group of stores has standardized on a basic line of at least 100 items in the housewares department, which it believes should be kept on hand in the stores all the time. In fact, in larger stores it has selected 300 different items which are classified as staples.

As mentioned before, a competitive threat to rack jobbers is the wholesaler or the central buying headquarters of a wholesaler or retailer-owned chain. Recent figures have been released which indicate the extent to which food wholesalers are taking on selected non-food lines. The Committee on Modern Food Distribution recently issued a booklet by Grant Gore, showing that 33% of the wholesalers in the United States handle health and beauty aids, 32% hardware, 30% house furnishings.

Of this group of wholesalers quite a few help stores set up and operate non-food departments. To be specific: 32% among voluntary sponsors,

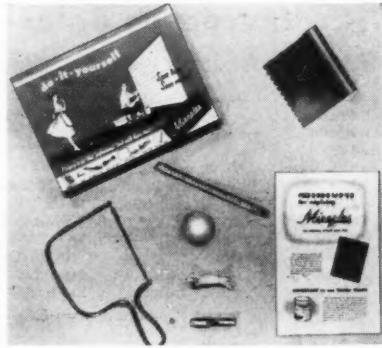
24% among retailer-owned cooperatives, and 20% among full-line wholesalers. The report indicates that "this is a growing field of activity for wholesalers." Therefore there is no doubt that the wholesalers themselves will vie with rack jobbers for the non-food business. One California co-op does \$1.5 million in drug sales a year, and is now battling it out with a rival drug rack jobber for space in food stores.

In effect, then, there are 3 distribution pipelines through which non-foods flow into super markets: super market chain headquarters, rack jobbers, food wholesalers.

There is no finality here, of course. Rack jobbers continue to gain ground. All entrants, in fact, are forging ahead because there is considerable expansion possible for health and beauty aids and housewares in all food stores as well as in super markets. The \$250 to \$300 million business super markets do annually in health and beauty aids, for example, is not by any means the saturation point. Some major chains, for instance, haven't as yet taken on drugs and cosmetics through all their outlets. A & P has a minimum potential of \$60 million a year in health and beauty aids only.

MORE AND MORE homeowners are doing their own remodeling jobs, and this Miraplas Do-It-Yourself kit is designed to help them avoid installation costs. Tools in the kit include chalk and chalk line, notched trowel, tape measure, spirit level, small coping saw, and instructions. Since the consumer does his own work, dealers who have no professional installers serve as outlets for the product.

The S & W Moulding Co., Columbus, O., sells Miraplas tiles and accessories in individual packages so dealers don't have to split



up master cartons. Kit and tiles are a natural for the home handy man who wants to stop on his way home from work and pick up everything he needs for the job.

If You Want FARMERS



...LIKE
Johns-Manville

With a product for farmers, you want *on-the-farm circulation*. Not would-be farmers, or half-acre farmers, but those with fields to work... stock to raise... buildings to maintain. Capper's Farmer circulates 90% right on the farm!

Buy
Capper's
Farmer



Prospect Watches "Birdie" While Salesman Talks

G-E snaps pictures of prospects. What more does a good salesman need to make his sale really click?

About 4,000 people walked by General Electric Company's exhibition booth at Cleveland's NRECA convention last year, and 1,800 of 'em stopped to have their pictures taken. With a Polaroid Land camera that automatically develops on-the-spot prints, G-E shot a picture-a-minute, turned around and handed each visitor a finished print of himself. Reason: G-E wanted its customers and prospects to go home with some goodwill — and product information — in their pockets.

Also 1 Girl, Pretty

It is for this reason that G-E equipped its booth with (1) the special camera; (2) a couple of top-notch salesmen; (3) a giant 5 x 7 foot blowup of G-E newspaper stories; (3) a doggone pretty photographer-model.

The company's advertising and sales promotion department rigged the booth in this way: The blowup, as a backdrop, in newspaper format,

told stories of how capacitors help reduce transmission and distribution costs on rural lines. But it had a two-column opening with a headline above reading, "Prominent NRECA Member Shot in G-E Booth at Annual Convention."

A Simple Matter

The subject simply walked behind the advertisement, poked his head through the 2 column cut-out, had his picture snapped. In the finished print, the subject's head was perfectly framed in the "feature story." The picture was put into a folder to which had been attached a product story covering other distribution and transmission equipment, and the visitor took the whole thing home.

The idea had a special appeal, says James A. Stewart, advertising and sales promotion department: "It smacked of the County Fair mid-way. Moreover," he relates, "because the primary function of the exhibit at-

tention-getter was to stop the visitor long enough for a salesman to talk to him, the large coverage that we were able to achieve constituted a real measure of success for the Polaroid Land camera as a sales aid."

According to Stewart, the operation of a photograph studio at a trade show convention is no more difficult than taking pictures in your own home. "Providing your customer with a personalized souvenir that he can take with him is interesting enough," he declares, "but to get it, he has to wait just long enough for a salesman to tell him a story. What more does a good salesman need to make his sale click?"

At the G-E booth 2 cameras were in use; one camera was busy while the other was being reloaded. "Generally," advises Stewart, "one of the salesmen can handle the matter of reloading cameras and talk to people at the same time.

"However," Stewart warns, "control of the audience is a vital factor in making the picture-booth work. The location of your booth, its shape and size, determine whether you will be able to control the movement of your audience." He says the booth should be built so traffic can move into the picture-taking area in one direction, and out by another route.

By attempting to maintain unidirectional flow of traffic, Stewart maintains that something else is accomplished: "The visitor is temporarily stalled, and at this time the capable salesman can become acquainted with his prospect."

7 Prospect Lures

Here, according to Stewart, are the advantages G-E has found in using black-and-white Polaroid film in the trade show booth:

1. Visitors are temporarily halted in their tracks by the amount of activity in the booth.

2. When the picture-taking activity is built around a product, and dressed up to a point where the visitor can enjoy reading a product story while waiting to have his picture taken, you may connect with "product attention" that might otherwise be missed.

3. While the visitor watches others having their pictures taken, he gets into a mood on which the capable salesman can capitalize.

4. His watching and waiting are rewarded by a personalized souvenir of the most important person in the world, himself.

5. This matter is too good to keep



At better stationery stores or write direct
for complete information and quantity discounts.

Made by TRACY-YORK MFG. CO.

ANDERSON AND COMPANY

NATIONAL SALES REPRESENTATIVES

115 HIGH ST., BOSTON, MASS.

A Five Year Test Proved The Detroit Free Press **BEST**

- Merrill Lynch, Pierce Fenner & Beane runs its ads in about 200 newspapers from Maine to 'Frisco. During the last five years the ads were keyed. They wanted to know definitely what papers brought the best response on the basis of cost-per-inquiry. As a result of this careful, 60 month check-up, THE DETROIT FREE PRESS turns out to be ONE OF THE FIVE TOP RANKING NEWSPAPERS IN AMERICA ON THE BASIS OF RESPONSE. You too can use "America's Most Interesting Newspaper" to bring you BETTER RESULTS.

The Detroit Free Press

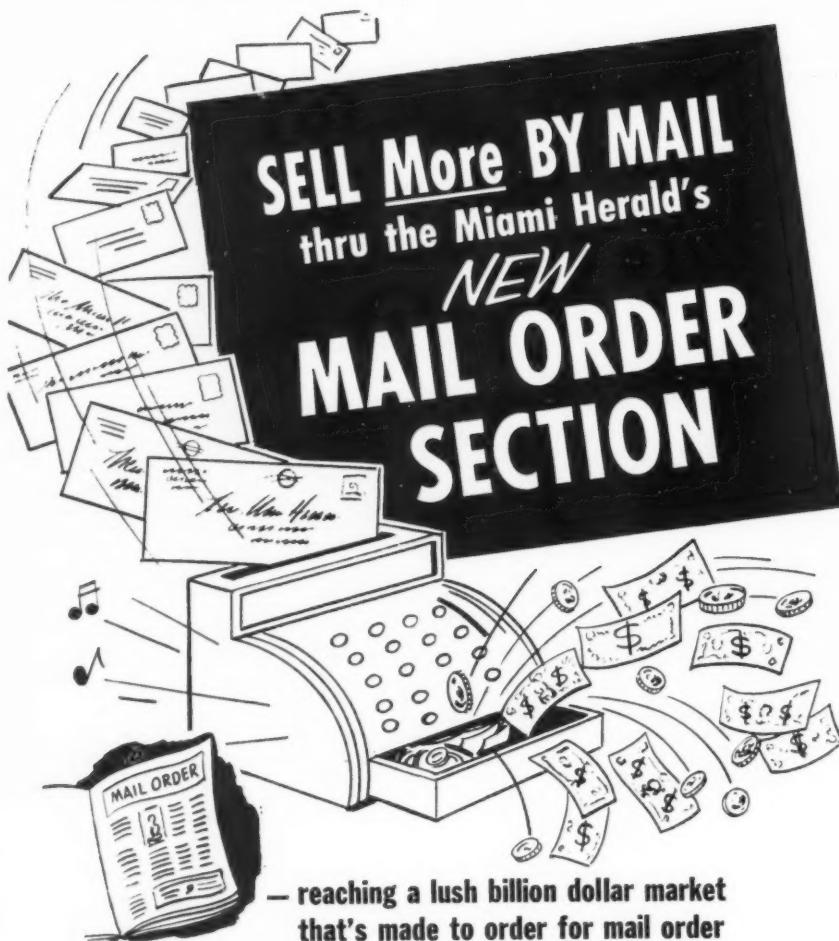
"America's Most Interesting Newspaper"

Story, Brooks & Finley, Inc., National Representatives

THE DETROIT FREE PRESS IS THE ONLY
DETROIT NEWSPAPER PRINTING COMPLETE
NEW YORK MARKETS IN ALL EDITIONS



Starting Oct. 26th!



- Thru the special new Mail Order Section in our popular Sunday Magazine, your ad goes into 1 out of every 3.7 Florida homes!
- Florida has nearly a million rural residents, plus 1,800,000 urbanites.
- 90% of its married families have their own households.
- It's a lush, billion dollar market that includes Metropolitan Miami, with the nation's highest per capita spending record!

What's more, you'll profit from The Miami Herald's low-cost coverage, its late closing, and the flexibility that its weekly section provides. Schedule your first insertion now, and see it pay off fast!



JOHN S. KNIGHT, Publisher
STORY BROOKS & FINLEY, National Reps.

Affiliated Stations -- WQAM, WQAM-FM

MIAMI--An International Market

to himself—soon his friends will want to have their pictures taken.

6. A special folder is available for this type of picture. To it, a gummed label with a product story can be attached. When the picture is passed around, your product story travels too.

7. A well-trained, attractive photographer-model, hired to handle the photograph booth, is, in herself, an additional drawing card.

A Picture a Minute

According to Stewart, "The exhibit area was open for a total of approximately 28 hours, and more than 1 picture was taken every minute the show was open. Many of the 4,000 visitors had their pictures taken together; hence, with 1,800 shots, it is possible that we took pictures of half of all those attending the show."

Stewart says photographic technical problems were almost non-existent. "We used flood lights for back-lighting, and strobe lights for highlighting and front-lighting. By our use of the strobe lights, the need for flashbulbs—which would have been an expensive item with 1,800 pictures—was entirely eliminated . . . and so was the matter of storage and disposal of flashbulbs."

'YONNE SAYS:—
GROCERY STORE
STATISTICS
ARE REALLY
POPPIN'
IN
BAYONNE



SEE FOR YOURSELF
Ask for copy of our 10 week inventories of popular grocery store items.

"Bayonne cannot be sold from the outside"

THE BAYONNE TIMES
BAYONNE, NEW JERSEY

NATIONALLY
REPRESENTED BY BOGNER & MARTIN

SALES MANAGEMENT

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Suggested by MRS. MARION REEVES,
Gregory and House, Inc., Cleveland, Ohio

In Chicago, it takes 2— to drive the bargain

BECAUSE . . . Chicago has outgrown the power of any single daily newspaper to reach even half of your city and suburban prospects.*

Today it takes two daily newspapers to reach a majority of the market—and for MOST net unduplicated coverage, one of your two MUST be The Chicago SUN-TIMES!

**See the Publication Research Service study, "Chicago Daily Newspaper Coverage and Duplication, 1951," or write us for details.*



CHICAGO SUN-TIMES

CONCENTRATED WHERE MOST OF THE BUYING IS DONE

CHICAGO
Chicago Sun-Times
211 W. Wacker Dr.

NEW YORK
Chicago Sun-Times
250 Park Avenue

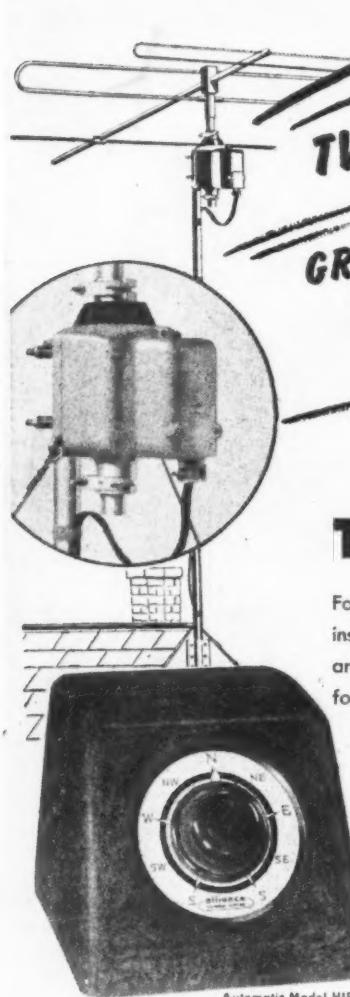
LOS ANGELES
Sawyer-Ferguson-Walker Co.
612 So. Flower St.

SAN FRANCISCO
Sawyer-Ferguson-Walker Co.
1213 Russ Bldg.

MIAMI BEACH
Hal Winter Company
9049 Emerson Ave.

ATLANTA
Sawyer-Ferguson-Walker Co.
821-822 William Oliver Bldg.

TOTAL CIRCULATION, 550,293 AVERAGE NET PAID DAILY (ABC PUBLISHER'S STATEMENT FOR 6 MONTHS ENDING MARCH 31, 1952)



**TV SET OWNERS! GET
MORE STATIONS
GREATER DISTANCE
CLEARER PICTURES
LESS INTERFERENCE
WITH
ALLIANCE
TENNA-ROTOR**

For 'peak' reception from all stations in your area—install Alliance Tenna-Rotor! Tenna-Rotor keeps your antenna on the beam—aims it at the station—makes for easy-on-the-eye television that's fun to watch!

Hundreds of thousands in use!

**NEW
Automatic Model HIR
Just 'Set It and Forget It'**

New deluxe model is fully automatic—simply set pointer to desired direction...rotator then turns by itself and stops! Indicator shows where antenna is pointed—North—South—East—West.



GUARANTEED FOR ONE YEAR

PRICE \$44.95

Other Models Also Available!
Model DIR with super-accurate direction indicator (\$44.95); and standard Model ATR at \$34.95.

ALLIANCE MANUFACTURING CO.
Alliance, Ohio

alliance
TENNA-ROTOR
(TV ANTENNA ROTATOR)

YOU CAN see the difference on your TV screen, newspaper ads remind prospects.

It's a TV Device and It Sells Best via TV Spots

The TV set owner stuck between several TV stations, who would like to get good reception from each, doesn't have to be shown twice the merits of an antenna rotator. Here's how spots have sold thousands of these attachments.

BY JOHN BENTIA • Vice-President and Sales Manager
Alliance Manufacturing Co.

You won't find "Tenna-Rotor" in the dictionary, but you'll hear it mentioned in thousands of American homes.

The word Tenna-Rotor has become a familiar trade name used to describe an electric television antenna rotator made by Alliance Manufacturing Co., Alliance, O.

The Tenna-Rotor has been on the market only 4 years. It is a device which enables a TV set owner to beam his antenna in any direction toward a television transmitting tower. It is equally useful in a multi-station city or in a town which does not have a station of its own.

In Sandusky, O., for example, where there is no television station, a viewer, with the aid of a Tenna-Rotor, can pick up a station in Toledo, 3 in Detroit or 3 in Cleveland.

It took Alliance about 6 months of business publication advertising to realize it had on its hands a product which, despite its technical nature, was going to sell best through consumer advertising.

Before the Tenna-Rotor was developed, our principal product was a phonograph motor. It is a technical product without consumer appeal and sold best through the trade. Our experience was limited to that type of promoting, and when the Tenna-Rotor was ready to market at the end of 1948 we used the same advertising program as we did for the phonomotors.

This was an opportunity to load our distributors and parts jobbers, but the sales curve left too much to be desired.

The spring of 1949 we gave in to the urgings of Miles C. McKearney, vice-president and account executive of our advertising agency, Foster & Davies, Inc., Cleveland. He wanted us to include a consumer advertising program. At this time, the gross production of Tenna-Rotors at the Alliance plant averaged a few hundred units a week—not enough to keep an assembly line in full swing. But that soon was changed.

The payoff of our consumer advertising was quick in coming.

In less than 6 months, sales increased tenfold. At the end of the first year of television advertising, volume topped 200,000 units priced at \$34.95 and \$44.95. A year later, by the middle of 1951, 800,000 Tenna-Rotors had been sold. Sales now exceed 1,200,000, and average more than 5,000 units a week. There have been weeks when as many as 13,000 were sold.

We are convinced of the possible

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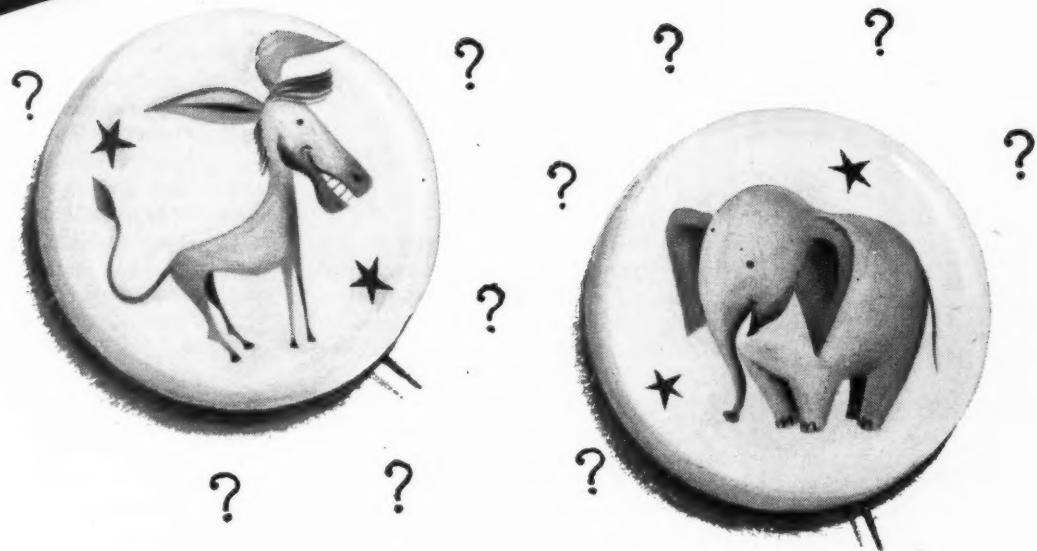
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BE SURE
TO VOTE
NOVEMBER 4



"Let's wait till we see how the election turns out."

Ever since the days when the early Stone Age dwellers ventured forth from their caves, men have been inventing reasons for avoiding action. Yet the lessons of history have taught us that a week later, a month later, or even years later there will always be just as many seemingly valid excuses for delay.

Sometimes failure to act is unimportant . . . or procrastination simply delays progress for a while. But there are occasions when a "wait and see" attitude can cause us to miss the boat entirely.

This is one of those times.

America has entered a decade of opportunity. Economic forces are at work which (regardless

of political developments) are bound to produce a greatly expanded economy. By 1960, there will be 18,000,000 more people to house and clothe and feed. There will be 5,400,000 more families demanding automobiles, refrigerators, television sets and the countless other products of industry. To serve these millions, thousands of new plants will be built, filled with new equipment and consuming vast amounts of materials and supplies.

The 1950's are a decade of opportunity . . . the markets of 1960 will be tremendous. But this is a moving, growing opportunity. It calls for *action today*. The companies which are planning now . . . and advertising now . . . will be strides ahead of competition in the years ahead.

NBP

THE PENTON PUBLISHING COMPANY

PENTON BUILDING • CLEVELAND 13, OHIO



We don't

need to alibi

small circulation

by claims of

"exclusiveness" —

quality is no less

desirable because

it comes in quantity.

**San Francisco
EXAMINER**

Hearst Advertising Service

consumer sales appeal of the Tenna-Rotor because, although it is in the television parts field, it has two properties most other parts products do not have: It is seen and operated by the consumer. On this premise we based our decision to use TV spots as our consumer advertising medium. It offers advantages over other media.

Mass Demonstrations

TV makes it possible for us to give mass demonstrations. As a technical product, Tenna-Rotor requires a simple explanation. TV offers a minimum of waste circulation. After all, one of the requirements for purchasing a Tenna-Rotor is to own a TV set—at least to be planning the purchase of one.

Another advantage: TV spots can be purchased market-by-market and are low cost compared with the price of a whole show.

The first step in our consumer campaign was to carefully select TV markets. In May, 1949, we started on three stations — WEWS and WNBK, Cleveland, and WNBT, New York City. Three months later we were on 30 TV stations in 22 cities.

We have just started a new series of 1-minute and 20-second films on 50 stations. Except for certain off-season periods, we have never dropped appearances below 45 stations. For more than two years we have averaged 50 stations and at one time we were running our spots on 76 stations.

We select cities with the greatest set circulation, widest suburban and fringe area coverage. That is where Tenna-Rotors and television boosters are needed. We evaluate deepest set penetration; that is, areas where the percentage of homes with television is highest.

We consider the normal buying and economic conditions of the areas: average income, retail sales, manufacturing payrolls, percent of national per capita income. The latter is a good index to compare markets. As sources we use figures from *SALES MANAGEMENT* and *Broadcasting Telecasting*.

Once the market is determined, the problem of getting good spot time crops up. In buying spot time, everything depends on adjacent shows. To be effective, a commercial spot should be placed at times when peak audiences are assured—audiences made up of the persons to whom the product will appeal. Ours is a family product with special appeal to the man of

the house. Therefore, we use evening spots and sports-show adjacencies when we can get them.

For demonstration purposes, a 1-minute spot is better than a 20-second spot. But network minutes are limited and hard to get, so sometimes it is better to settle for 20-second chain breaks between network shows. Occasionally we find good spots between two good local shows, particularly in multi-station cities. These are easier to contract than chain breaks and often are as highly rated. Incidentally, we find that by sticking with a station through some of the less choice spots, we can get first crack at top ones when they open up.

In preparing our films for consumer appeal, we aim at two characteristics: simplicity and variety. Our product is not a repeat product. Its application is mechanical. Certainly it is not an object of beauty. Because of its mechanical nature it has to appeal to the male mind. Men are intrigued by understandable technology—and they pay the bills. However, we are careful not to ignore the influence of women and children in the house.

No Smart Tricks

Our entire sales talk is a demonstration. We show the action of the rotor unit on the roof, then snap back to the living room for a longer demonstration of the operation and results. In other words, the film shows how the Tenna-Rotor works, how it operates and what results it can get.

Our message avoids smart tricks, fantastic and superlative claims or attempts to be clever for the sake of cleverness. Yet there is plenty of action, change-of-pace and variety. Variety, of course, is important to keep the sales talk alive. The message has to be repeated, but the visuals have to be new. By steadily producing new films we now have a library of 86.

As our consumer campaign mushroomed, we kept right on with our sales promotion to the trade. Once we were certain the trade was acquainted with Tenna-Rotor and it was no longer necessary to explain its function, we switched to merchandising our consumer campaign in business publications. We prepared a brochure called "Fastest Profit Maker in Television Today." It alphabetically lists the stations by cities, and includes a television map of the United States, showing the location of principal TV outlets. As a merchandiser, it contains folders, reprints

of current advertisements, and pictures of window displays. Although it was prepared for jobbers and dealers to acquaint them with details of the campaign, it also is sent to television stations and wholesale appliance distributors.

To help carry out the campaign, Alliance has 20 field salesmen who call on jobbers, stores, service shops and distributors. They set up displays and assist in dealer tie-in promotions.

Alliance controls all its TV advertising to avoid costly auditing and paper work involved in co-op plans. To get loyal dealer support and preference for Alliance products, we pro-rate dealer tie-ins in proportion to dealer volume.

Last year we started a supporting campaign in newspapers. We stepped up the campaign to coincide with our fall drive on TV by placing advertisements in 100 newspapers in fringe areas around television cities. We started the newspaper campaign with 420 line advertisements. These were followed two and three times weekly, usually with 2-column by 5-inch insertions.

Unbeatable Flexibility

We believe the use of TV spots, placed on a market-by-market basis, combined with newspaper support, offers a sales tool unbeatable for flexibility. We can start and stop the campaign as we wish. If we move into an area and the song of the cash register isn't sweet, we can call off the campaign.

Practically all TV spot contracts can be mutually canceled within two weeks. There are no costly shows, no talent fees, no battle between agency and talent, talent and station or station and agency.

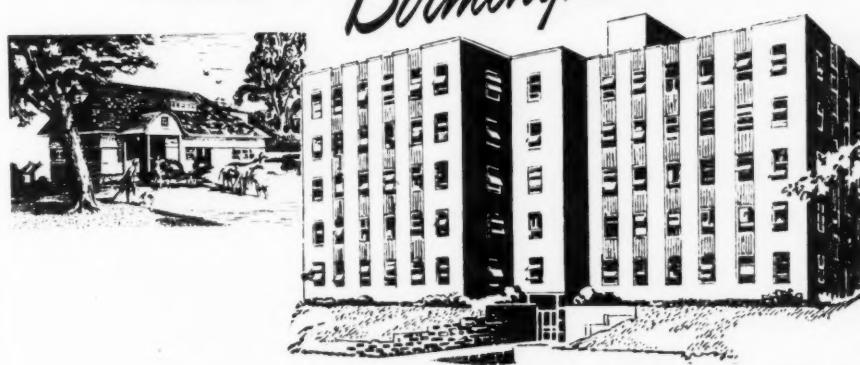
Further testimony as to the success of our campaign and the establishment of the name is the phenomenal sales curve of a new \$29.95 product introduced two years after the Tenna-Rotor. It is the Tenna-Scope, a television booster which in effect adds two tubes to the TV set. It won immediate acceptance. We have now introduced another new booster, called the "Cascamatic."

The Tenna-Scope and Cascamatic boosters now share the advertising of the Tenna-Rotor, and all three together account for more than half the output of our company.

The recent relaxing of the ban on new UHF and VHF television stations assures us that our products and our best medium of advertising will soon be richer than ever.

SOUTHERN RESEARCH INSTITUTE

Located in *Birmingham*



Expands From a Carriage House to a Square City Block in Only Seven Years



SEVEN years ago, Southern Research Institute was opened in a converted home and carriage house a few blocks from the heart of downtown Birmingham—the South's industrial capital and distribution center. Sparked by the dynamic development of the Southern region, Southern Research Institute has grown to be one of the Nation's important nonprofit research organizations. Its staff is composed of highly trained and skilled scientists. In five large modernly equipped laboratories new products and new processes are created and old products and processes are tested and improved.

During its short life Southern Research Institute has handled many research projects for the Nation's biggest industrial concerns as well as for large numbers of smaller industries. Besides working for industry in more than fifteen different fields of technology, it has carried on vital programs for the Department of Defense and Atomic Energy Commission. It has won international recognition for achievements in cancer and virus chemotherapy.

Founding of the Southern Research Institute realized the vision of a small group of progressive Southern business leaders, headed by Thomas W. Martin, Chairman of the Board of Alabama Power Company and Chairman of the Institute since its organization. They saw the need for technological facilities within the South to aid its industries and energize its progress. They worked with tireless effort until their goal was reached.



★ ★ ★ ★ ★

When you place your plant in the Birmingham district, you will have at your doorstep the broad services of this great Research Institute. Even though you do not have a plant in this area, the facilities of this institution are available to you. For further information, we invite you to write this Committee.

BIRMINGHAM COMMITTEE OF 100

1914 Sixth Ave., N., Birmingham, Ala.

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**SMARTEST
CHOICE FOR
PREMIUM
OR
BUSINESS
GIFT!**

Highly Impressive
... Costs Little



**Only Pen With
PERMA-SET INK!
NO SMUDGE—
NO SMEAR
NON-TRANSFERABLE**

- You get all this**
- ✓ **LOW COST***
- HIGH REMEMBRANCE**
A pen is constantly used, your name constantly seen.
- ✓ **WIDELY ADVERTISED**
The name EVERSHARP lends prestige to gifts.
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by bankers, lawyers, teachers.
- ✓ **REFILL CARTRIDGES**
Available everywhere in standard blue Perma-Set ink . . . or black for reproduction work.

*For quantity discounts on Eversharp pens, pencils and desk sets write today!

Advertising Specialties Division
Eversharp, Inc.
1800 Roscoe Street
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FOR BUSINESS, TOO
GIVE EVERSHARP
AND YOU GIVE THE FINEST!

©1952, Eversharp Inc., 350 Fifth Ave., N. Y. C.

Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotional Pieces and Other Literature Useful to Sales Executives

Industrial Expansion in Louisville and Kentuckiana: Study No. 1 in a series compiled by the Survey Department of *The Courier-Journal* and *The Louisville Times*. Kentucky's Ohio River Valley is now called the "Power Capital of America," holding broad implications for any company interested in increasing business in that area. This study touches on the area-wide industrial picture, on the General Electric Appliance Park development, and on the housing picture. New plants constructed in 1951, under construction now or to be started soon represent a total investment of \$1,054,622,540. Expansions of existing plants, in process of construction or planned have a total cost of \$277,020,000. This represents a total plant investment of \$1,331,642,540—but this figure is low because many firms refuse to reveal total expenditures. Among companies in the state: B. F. Goodrich Co., Pittsburgh Metallurgical Co., Pennsylvania Salt Manufacturing Co., Mathieson Hydro-Carbon Chemical Corp., Clayton & Lambert Manufacturing Co., American Air Filter Co., Philip Morris & Co., Ltd., Union Carbide & Carbon Co., and Atomic Energy Commission uranium separation plant. Write to Basil Caumisar, *The Courier-Journal* and *The Louisville Times*, Louisville, Ky.

7 Big Canadian Markets: Portfolio prepared by The Southam Company Limited to give advertisers and their advertising agencies data on the individual market of each of these newspapers: *The Ottawa Citizen*, *The Hamilton Spectator*, *The Winnipeg Tribune*, *The Medicine Hat News*, *The Calgary Herald*, *The Edmonton Journal*, *The Vancouver Province*. Their combined daily average net paid circulation for the month of December, 1951, was 444,890 as compared with 307,290 in 1941—a gain of over 44%. The 1951 Dominion Census shows 35.21% in-

crease in the total population in the cities in which these newspapers are published. Write to W. H. Woolnough, The Southam Company Limited, 1070 Bleury St., Montreal 1, Canada.

Plenty of Sales Opportunities for the Future: They're in the chemical process industries, and *Chemical Engineering* has available a handbook of selling, which gives a closeup of this industry which upped production fivefold within 12 years . . . spent over \$6 billion for capital goods in 1951 . . . offers a total potential of \$39 billion in '52 for new plants, equipment, materials, services. It provides raw materials for the hard selling days ahead, and will help to evaluate product potentials. There are 5 sections: Evaluating the Chemical Process Market; Planning Marketing Strategy; Setting Up for Sales; Locating the Men Who Buy; Cultivating the Buyers' Influence. Write to B. E. Sawyer, Sales Manager, *Chemical Engineering*, 330 W. 42nd St., New York 36, N. Y.

Case Histories of Successful Sales Campaigns: Reports on the successful application of sales incentives to many sales problems, published by Cappel, MacDonald and Co. Examples: how a carpet manufacturer doubled sales among distributor salesmen; plans of a West Coast dairy that ran an incentive campaign among all employees and won over 18,737 new customers in 11 weeks; chain store campaign which increased sales of a product 660%; an appliance manufacturer who sold 4 times as many displays in 4 weeks as were sold during the entire previous year. In addition, there is information on the motivating force management can use to stimulate salesmen. Write to George R. Parnaby, Cappel, MacDonald and Co., Cappel Bldg., Dayton 1, O.

Here's why advertising revenue hit a new October high— biggest in Modern Romances history:

1. Most concentrated audience of *young* homemakers in America. In Modern Romances, leading advertisers sell young marrieds *first*, and *keep* them sold.
2. Unique merchandising services that *sell*:

MODERN FAMILY SECTION—only service section exclusively for young parents of young children.

INFANTS' AND CHILDREN'S SECTION — provides retail tie-ins, windows, local newspaper ads for advertisers' products in leading stores from coast to coast.

HAPPY HOMEMAKING — only-one-of-its-kind merchandising program takes advertisers' product stories right into homes of half-a-million brides...the newest homemakers of all...in permanent, year-round form. PLUS—monthly merchandising to 17,000 top supermarkets doing 42% of *all* food sales.

Married Woman Audience in **Modern Romances**

Dell Publishing Company, Inc.

261 Fifth Avenue, New York 16, N. Y.

7-inch ad for bank draws two checks for \$10,000

Numbers and quality... they're two big factors every advertiser looks for when he chooses a medium for his advertising. That's why so many consistently choose The New York Times. Here's a measure of how that combination paid off for one regular New York Times advertiser, the Roosevelt Savings Bank of Brooklyn.

Recently the bank began a series of couponed ads in The Times. The first ad was seven inches by two columns.

A few days after it appeared, the bank's mail clerk opened a letter from Massachusetts. Out fell one of the coupons—and a check for \$10,000. The very next day another coupon and another check for \$10,000 arrived—this one from Central Valley, New York.

"Of all the responses received, those two stood out," says Robert J. Berkin, the bank's advertising director. "They demonstrate vividly the degree of confidence Times readers place in your advertising. This confidence they are willing to match with dollars."

Advertisers have this same strong confidence in the New York Times... because they know The Times does bring results...does build sales, bigger sales, more consistently. That's why they have made The New York Times the advertising leader in the world's leading market for 33 years.

Let us tell you more about The New York Times—and the kind of job it can do for you...now.

The New York Times

NEW YORK, BOSTON, CHICAGO, DETROIT,
LOS ANGELES, SAN FRANCISCO



Why Atlanta Sales Chiefs Lend a Hand to Training

Salesmen in towns too small to support a sales executives club or a training program need as much help as those in larger cities. Here's how to organize a trail-blazing clinic.

**BY W. E. CALLAHAN •
Assistant Sales Mgr., Retail Credit Co.**

It was raining on the third and last night of the Sales Blazer Clinic in Macon, Ga., but that didn't stop the crowd. It was larger than on either preceding night. When the show was over, the small group of sales executives from Atlanta who had put it on knew that their Sales Blazer Clinic was a huge success.

Nearly a year had passed since the initial idea for the clinic had been suggested to me when I was president of The Atlanta Sales Executives Club. A hardware merchant in a small city some distance from Atlanta mentioned how difficult it was to train his salesmen. The city was too small to support a sales executive club, and too far from cities which did have clubs to take advantage of club-sponsored training clinics and other sales training opportunities.

It was a shock to learn that this hardware merchant planned to send a number of his salesmen to a one-week training seminar to be held at the University of Florida the following spring. There should be an easier way. With all the talent in the Atlanta club, members decided that if the mountain could not come to Mohammed, Mohammed would go to the mountain in the form of a travel-

ing circus, to blaze sales training trails.

Gary S. Cutini, director of training, Life Insurance Company of Georgia, was given the job of organizing the clinic. He rounded up these instructors:

Lloyd L. Antle, President, L. L. Antle & Co.

Hillary G. Bailey, editor, *Red Barrel*, The Coca-Cola Co.

William E. Callahan, assistant sales manager, Retail Credit Co.

J. L. Coker, regional sales manager, Dun & Bradstreet Mercantile Agency.

G. S. Cutini, director of training, Life Insurance Company of Georgia.

David Goldwasser, managing partner, Atlanta Envelope Co.

Howard B. Johnson, vice-president in charge of sales, Atlantic Steel Co.

James Q. Maxwell, district manager, Curtis Circulation Co. and author of "Birth of a Salesman."

W. Sheffield Owen, assistant agency vice-president, Life Insurance Company of Georgia.

Mendel Segal, managing partner, The Stein Printing Co.

R. B. Shelley, owner, Bob Shelley, Appliances.

W. C. Sugg, sales manager, At-

lanta Branch, The Upjohn Co.

The pattern of the program was planned: three nights, preferably Tuesday, Wednesday, and Thursday of the same week, with a script which defined the main ground to be covered, but which could be filled in from personal experience of the speakers. By making the sections cover a well defined area, assignments could be shifted so that different members of the team could step in, and the work so arranged that two men could present one night's session, another two the next night and so on. For example, one section of the script deals with improving personal effectiveness. Topics include the problem of time control, driving power of good habits, four steps to take to develop good work habits, and how to plan and work record systems.

In its initial showing, the Sales Blazer Clinic followed this pattern:

Tuesday

Introductions

Welcome to City

Introduction of First Speaker

Topic: "Selling and the Salesman's Responsibility; Characteristics of a Successful Salesman"

Ten-Minute Break

Topic: "Selling Techniques That Work"

Questions and Answers

Wednesday

Introduction... Sound Slidefilm: "Selling Against Resistance"

Topic: "Selling Techniques"

Ten-Minute Break

Topic: "Improving Your Skills"

Questions and Answers

Thursday

Introduction

Jack Lacy Film

Panel: Forum Session, Questions and Answers

Ten-Minute Break

Topic: "Training"

What are the possibilities for these clinics? Where can they lead? We can only surmise. Here in Georgia there are 10 to 15 cities where the Sales Blazer Clinic can be put on to good advantage. A similar opportunity exists for other clubs in other states, provinces, and countries. There is plenty of talent to be cast in training roles: We hear about the responsibility placed upon business, sales managers, and salesmen to sell more—to sell to our productive capacity to make our economy work.

The Atlanta Sales Executive Club believes that that can be done if people are trained to sell. The Sales Blazer Clinic has hit the road to implement that belief.

UTILIZATION

*is the sole
publication
that does what
you want to do:*

**cover the
tremendous
horizontal
market
of
coal
users**

No other publication in the world concentrates upon all classifications of coal users. UTILIZATION's circulation pattern includes:

- the majority of coal burning utilities
- municipal and industrial power stations
- most steel and cement mills
- some 6,000 manufacturers
- all Great Lakes coal docks and coal handling railroads
- 5,800 prominent retail and wholesale coal yards

You can sell this multi-billion dollar market for equipment if you go where UTILIZATION goes. 90.7% of copies are received by *primary buying influences* (presidents, vice-presidents, secretaries, treasurers, superintendents, managers, engineers, technical personnel and purchasing agents).*

We know readers welcome our publication through continual check of their habits, interests and participation. UTILIZATION explores every phase of coal use. Our location in Washington offers an alert listening post, quickly reporting decisions, trends and regulations affecting coal.

If they burn, buy, dock, export, handle, heat with, load, manufacture with, move, sell, ship or stockpile coal . . . they're yours to sell in the one publication that covers the coal use market—UTILIZATION.

*Survey made in Fall, 1951

UTILIZATION

The MAGAZINE of COAL USES

1120 MUNSEY BLDG.
WASHINGTON 4, D.C.

NEW YORK
CHICAGO
PITTSBURGH
SAN FRANCISCO

N B P
S E M A C
C C A

When a Mere Upstart Challenges Big-Name Competition . . .

... and wins, how does he do it? Rose Marie Reid's swimsuits came into the market with a higher price, but with some new ideas in design. Today they are in big-name stores all over the U.S.

As told to James H. Collins BY B. L. KAMBERG
Vice-President in Charge of Sales and Advertising,
Rose Marie Reid, Inc.

Our company was small five years ago, with a tough nut to crack market-wide. Our line is ladies' swimsuits, and it is unnecessary to name the well-established, nationally-advertised brands with which we would have to compete. We were unknown, even as Johnnies-Come-Lately.

We started with a determination to "trade up," to go straight for the top of the swimsuit market.

We believed there is always a top market for most products in our category—people who appreciate novelty, improvement, beauty, fashion, quality. They are willing to pay for these values, and exert an influence on other people. They are not necessarily the high-income people.

That determination governed our development. Today we are established nationally, with a modern production plant which employs 800 workers. When we started, the average retail price was approximately \$8, the general industry average. This has risen season by season to \$10, \$15,

and now \$18—the entire industry having traded up. We believe our policy is responsible for much of the uplift.

We began to market in 1947, but our aspirations and plans had simmered 10 years previously.

Miss Reid is an American by birth, lived in Vancouver, British Columbia. In the late 1930's she observed that middle-aged women gave up the healthful exercise of swimming because knitted bathing suits gave them little confidence or poise. She designed and made up at home swimsuits which gave the maturing woman the confidence of a foundation garment and the appearance and ease of a well-made evening gown. She made them for friends and friends' friends, and then established a small factory. Year by year her reputation and sales spread throughout Canada. But five years ago Rose Marie Reid was little known in the United States.

In 1937 Miss Reid presented her line to a firm with which I was con-

1. Find a girl with an idea . . .



SHE'S PRETTY, TOO: Rose Marie Reid & model.

nected, offering a U. S. license arrangement. It was conceded that her line had merit, but the offer was refused on the grounds that her designs were too radical and that she was unknown in this country.

Two men at that conference did not forget. One was Jack Kessler, a salesman who had arranged the meeting, and the other was myself—a Westerner by birth, with experience as eastern representative of western manufacturers.

Kessler and I decided that the radical aspect of Miss Reid's designs was the thing upon which national distribution could be built in the U. S. For 10 years we held to that idea. Kessler is now president of our company.

When we finally got started, in 1947, there were obstacles we called "road blocks." Our location was Los Angeles, the swimsuit center. Again and again, in selling western merchandise to eastern buyers, I had heard this: "Your firm is days away in communication, weeks in delivery, while right around the corner are local manufacturers ready to deliver in hours. Why should I buy from you?"

I was able to cut delivery time

2. . . . whose designing has "oomph" . . .



FLATTERY: Women are willing to pay for it.

in her Canadian business, she decided that the problem was the inability of retail salespeople to present her line properly. She traveled—went into fitting rooms with the saleswoman and her customers, taught the technique of fitting, aroused interest in her creations. There is no substitute for fitting room know-how.

3. . . . salt with good merchandising sense . . .



GONE WITH THE WIND, the old counter-stack of swim suits. In its place: Rose Marie Reid's "Umbrella Display Unit." Customer selects style from models on bust-form hangers, then saleslady gets fresh suit from stock.

That season another manufacturer brought to Los Angeles a trainload of eastern buyers to view his line. Word got around about the new company with radical swimsuit creations. That helped us in 100 top markets.

Retailers and consumers were hungry that year for new fashions—after war shortages. Merchandise buyers found that women liked our swimsuits because they did something for them. They told other women. The next year we did better, and could afford limited advertising. We started our sales organization in a modest way. The third season was still better. We established a New York office to service stores in the Metropolitan Area, and carried on Miss Reid's work through a sales training force.

Competitors began to pay some attention. They adopted styles we had originated, and traded up in quality and material. We were then able to begin long-range planning. A departmentalized organization was set up for specialized control of sales, promotion, advertising and publicity. We began to plan our present factory, designed to combine three separate production operations which had evolved and overflowed as we grew.

Our swimsuits are sold to women of all ages from high school girls to grandmothers, but our consumer group peaks between ages 18 and 30.

During the past half-century millions have been spent on research into the hows and whys of selling Mrs. Consumer. She has been measured,

4. . . . and get Fifth Avenue recognition.



WOULD YOU GIVE YOUR EYE-TEETH . . . for seven windows in Lord & Taylor's? Rose Marie Reid got 'em. This one—a crowd-stopper—was called "Jewels Under Water."



PINNACLE PERFECTIONS

These attractive boxes of hors d'oeuvres make delightful Christmas gifts for associates, office personnel, clients, prospects, salesmen and their families. Each 8 lb. gift pack contains one jar each of Smoked Pate of Salmon, Breast of Smoked Turkey, Whole Crab Legs, Jumbo Shrimp, Pinnacle's Hors d'Oeuvre Sauce, Smoked Oysters, Pimiento Stuffed Olives, a package of Wheat Wafers, Plastic Hors d'Oeuvre Picks with Dispenser, Plastic Fork, combination can and jar opener, and two packets of party napkins. Ideal for hotel room entertaining. Perfect arrival guaranteed. Available the year 'round after November 1. Send gift list—we handle all delivery details. Delivered anywhere in U.S.A.

ONLY
\$7.85
POSTPAID

PINNACLE ORCHARDS

463 FIR STREET
MEDFORD, OREGON



NO "DRY LAND" SUITS . . . Rose Marie's are designed for swimming. Her testing laboratory is a swimming pool. Results of tests made there make sales capital.

weighed, classified, interviewed, entertained, wined, dined, made queen-for-a-day. Fortunes have been won by calculating her moods, and larger fortunes lost by miscalculation.

We have an understanding of Woman which is a little different.

Most consumer studies have been made for food and similar products. When Mrs. Consumer shops for them, she is tough. She is a close buyer, sales-resistant to emotional pressure. But when she buys clothes, a hat, a swimsuit, she is an entirely different person. She buys beauty, youthfulness—anything which enhances her appearance, her attractiveness to her men folk. This difference in buying psychology becomes clear when you try to prove the money value of a particular hat to a particular woman. Mrs. Consumer has a dual personality—we say she is schizophrenic. She buys groceries with her mind, but beauty with her heart. We know which Mrs. Consumer we want to sell.

Upon the personal appearances Miss Reid made for us the first two or three seasons we developed our stylists' training program. This operation is more than sales training. Women from our organization, given intensive training, are sent out to work in fitting rooms. They demonstrate correct fitting and styling on many types of customers. Customer differences are temperamental as well as physical. There is no substitute for

fitting-room experience. Of course, salesmen cannot enter the fitting room so women are necessary.

Miss Reid was able to visit each season a limited number of stores only. Our saleswomen can cover about 150 markets.

However, many stores were neglected because costs prohibited visits by personal stylists. So we turned to a sound slidefilm to reproduce as closely as possible the technique of a live stylist. It was shown last season to more than 500 stores not visited by stylists.

The swimsuit must fit the woman. Miss Reid felt from the beginning that every woman ought to enjoy swimming and sun bathing, regardless of age, and she knew that many women bought too few swimsuits, or none at all. Such thinking has multiplied customers for the entire industry. A woman now buys swimsuits as part of her wardrobe, spends more time in them than ever before. For these reasons, proper fitting is basic in sales.

Our line has high obsolescence. Last year's swimsuit has no salvage value. Style trends, color preferences and fabric interest swing rapidly within a single season. We must gamble on weather—hot weather zooms sales, cool weather cancels orders. Economic conditions affect sales. Each season we start over again. If we have a hit number, without distribution, it is picked up by others,

**RICH
CENTRAL
FLORIDA**
*Where the Oranges Grow
Where the Cattle Graze*
IS AN
**ISLAND
MARKET**
COVERED ONLY BY
ORLANDO SENTINEL-STAR
MORNING-EVENING-SUNDAY
ORLANDO, FLORIDA
Nat. Rep. BURKE, KUIPERS & MAHONEY

**SELL the man
who TELLS
THE GIANTS!**

See Announcement on Page 91

and then becomes a last year's style. The chief advantage accruing from several seasons of success is trade and consumer confidence.

We have approximately 25 territory and regional office salesmen, with saleswomen in terminal offices and showrooms. They are also stylists for training retail sales personnel. We have representation in 11 foreign countries.

The sales division operates a separate sales office in Los Angeles, but we are developing regional offices, each with its regional manager. New York serves the North Atlantic states, Chicago the Middle West, Los Angeles the Pacific Coast states.

Our advertising manager, Alicia Kay Smith, attends to advertising and publicity, directs models, fashion shows and promotional activities in which a woman's viewpoint is needed. Carson Roberts, Inc., Los Angeles, is our advertising agency.

We prefer women employees, because of the feminine appeal in our product. A secretary may be capable of modeling, and there is a definite line of promotion for women in our stylist organization.

Salesmen Promote, Too

The marketing organization has been developed on four basic policies:

1. Sales-minded top management: even our designer, Miss Reid, is basically a "salesman." Our president came from sales.

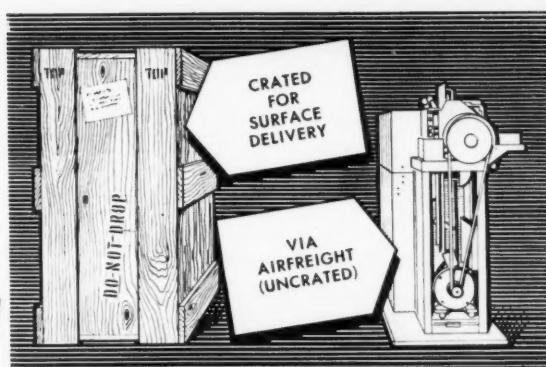
2. Marketing is closely co-ordinated under one top command. Our regional offices work closely with territory salesmen, and are not permitted to compete with them. Everybody knows what the other person is doing at all times. Salesmen report their calls on customers or prospects. This information is tabulated monthly, for salesmen's performance and for dealers' records.

Sales promotion, advertising, publicity and service departments all function on the same set of signals, with a minimum of friction. It has been my observation that lack of either of these important factors—records and co-ordination—is responsible for more sales problems than all other problems combined in sales management. It is not unusual to see fine firms, with everything needed in production, working at cross purposes in a marketing organization.

3. Selected and trained personnel: we consider personnel our No. 1 asset. The apparel industry as a whole has been lax in training and developing personnel.

We have three steps for a beginner:

Less Wait!
Less Crate!
Less Weight!



Reduce the Tare...Ship by Air!

And you'll save time and money in getting it there.

Shipments via Slick Airfreight require less crating and packing...often none at all...than surface methods.

You'll save big money in crating labor and materials, and time...lots of it...because airfreight methods require less handling and provide overnight delivery coast to coast.

Reduce both *wear* and *tare* on your shipments....Ship the Slick Way!

Slick airways inc.

General Offices: Burbank, California

A CERTIFIED SCHEDULED AIRFREIGHT CARRIER * OFFICES IN PRINCIPAL CITIES

NOW YOU CAN BUY

EAGLE BALLOONS FOR YOUR PROMOTIONS....



EAGLE RUBBER COMPANY, INC. ASHLAND, OHIO

More light on the subject of Christmas Gift Giving...

Supplementing the September 1 feature "Corporation Christmas Gifts: Policies and Practices of 497 Firms", the November 1 issue of SALES MANAGEMENT will carry additional advertising suggestions to help you with your Christmas list.

Watch for these new gift ideas in November 1.

CUSTOM-PRINTED SCRATCH PADS



500 PADS
(25,000 sheets)

\$29.50

1000 PADS
(50,000 Sheets)

\$49.50

FOB Memphis

For distribution to your customers

Here is effective advertising at low cost. Pads are $4\frac{1}{4} \times 5\frac{1}{2}$, printed in blue ink on 16-pound white bond paper, 50 sheets to each pad. Unconditionally guaranteed to satisfy; delivery in 30 days. Samples available—order NOW!

STANDARD PRINTING & SUPPLY CO.
P. O. Box 1451 307-9 Madison
Memphis, Tenn.

Rated firms shipped open account; all others cash with order.

Prospects are good



if you get good prospects!

Your direct mail prospects are good when your prospects are on live mailing lists.

For fresh, up-to-the-minute lists of *live* buyers that help insure maximum returns — more and more mail order advertisers are calling Berliner. Here your order is always treated individually—compiled accurately to meet your specific needs by researchers, statisticians, and engineers from the most recent records.

Please request this latest Berliner free catalog on your business letterhead.

Dept. S-10

Berliner
MAILING LISTS, INC.
840 Broadway, New York 3, N.Y.
Oregon 3-7550



First, young men with aptitude are chosen. They start as trainees for about six months. As openings occur they are assigned as junior salesmen under the supervision of a regional manager. In two years they are candidates for territories of their own, as senior salesmen.

We believe each salesman should be a sales promotion manager in his own territory. We provide the tools and lead the way, but he must produce results.

Each man is provided with a portfolio to present the season's line, a projector and screen for sales training purposes, sample bags, swatch books, road hangers, point-of-purchase, displays, and mannikins. Our portfolios cost about \$100 for each man.

Our salesmen emphasize dealer advertising, and we develop this promotion to the extent that our dealers spend four dollars of their own money, featuring our brand, for each dollar spent by us on advertising. This is done without cooperative advertising. We supply layout suggestions, photographs, mats, etc.

Only when the retailer will spend his money at point-of-purchase can a manufacturer get a successful national campaign rolling on a small to moderate appropriation.

Often it is said that salesmen cannot be induced to sell advertising materials. For us, this is not true. It is possible with proper training and control. Each of our salesmen is a promotion manager in his territory.

Typical of our point-of-purchase promotional materials are the Rose Marie Reid bust-form hangers and umbrella rack.

Swimsuits have been neglected in the retail store at point-of-purchase. They are often kept in bins or spread out on the counter for the customer's inspection. Garments have little appeal when shown this way. It is hard for a woman to picture herself in a baggy piece of fabric. When salesmen carry in valises the complete line of 60 to 70 swimsuits, the suits become wrinkled. Showing them to a buyer one by one is a tedious operation. Therefore the bust-form hanger was developed. Suits are seen quickly, unwrinkled, and buying time is cut in half. In the store our garments are shown on these hangers, suspended from the umbrella rack. The customer sees how each suit will look on her. She saves time. And handling and soiling are eliminated.

4. Our geographical handicap is such that everything else could be canceled out by tardy receipt of orders and deliveries. So we are eager listeners when anyone has anything that will speed communications and transportation. Fortunately we started our business in a period when keen minds were at work on these problems.

Speed here means that, instead of getting what was called "window business," small orders that are used for store promotion only, major stores do not hesitate to make large commitments with us.



Please, Pet, I've got 26 district sales managers on the phone at once!"

MEMO

TO:

MEMO

The Sales Staff of -

Sales Management

The Big "S" in the Science of Selling is SERVICE!

Many times, each week, you are asked for the answers to Where? What? and When? Through continuous research and study, you know the right answers to marketing and distribution problems as well as the latest techniques in merchandising and sales promotion. The story of the Syracuse Market as well as anyone we know. In combination of diversified industry and rich market's consistent high

You know the story of the Syracuse Market as well as anyone we know. You are well aware of the ideal combination of diversified industry and rich agriculture which teamed together accounts for the market's consistent high buying power and retail sales.

You are well aware of the ideal combination of agriculture which teamed together accounts for the buying power and retail sales.

You are familiar with the high rating this market enjoys in the "Best Test Market Standings"—1st in New York State; first in the Middle Atlantic States. The combination of proven Test Market and the Middle coverage of this important sales area by our newspapers adds up to the complete market for effective sales promotion and big volume business.

Capital "S" of Selling. In your field of contacts you can

You are the capital "S" of Selling. In your field
Sell and Serve when you Say Syracuse.
We are proud of our record of leadership through which we can best
serve our advertisers. Here's the evidence.

You are the capital "S" of Selling. In your
Sell and Serve when you Say Syracuse.
We are proud of our record of leadership through which we can best
serve our advertisers. Here's the evidence.

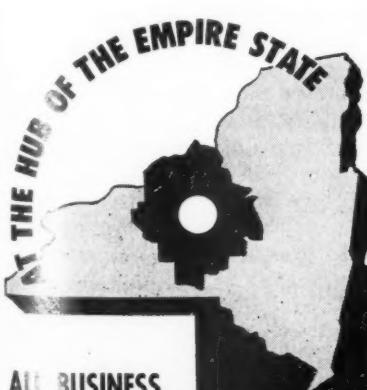
POPULATION

181,650 Family Units

NEWSPAPER CIRCULATION

DAILY 209,229

SUNDAY - 320,864



ALL BUSINESS
IS LOCAL!

The SYRACUSE Newspapers

HERALD JOURNAL - POST STANDARD

(Evening)

(Morning)

HERALD-AMERICAN POST-STANDARD

(Sunday)

(Sunday)

GENERAL ADVERTISING REPRESENTATIVES

MOLONEY, REGAN & SCHMITT



FOR CHILDREN, Standard Oil's kit means hours of creative fun at school—and something to talk about at home . . .



FOR TEACHERS, the kit provides a basic teaching idea along with tools to develop it.

How Chevron Helps Kids Drill for Oil

With model kits supplied to schools, 5,000 children in the heart of the marketing area of Standard Oil of California will learn more about oil production than their parents. This is another example of long-range business education.

Based on an interview with AL McNAY
Education Div., Standard Oil Co. of California

In the course of the current school year, pupils in 5,000 grade schools in 7 western states will absorb—without realizing that they are studying—more knowledge of the exploration for drilling, production, and storage of oil than is possessed by the average adult.

This insight into the petroleum industry and its development by private business is given to 5th, 6th, or 7th grade pupils as groups of 15 to 30 of them, guided by a teacher, build a model oil field. A kit containing essential elements for this social studies activity has been provided by Standard Oil Company of California, San Francisco, marketers of Chevron gasoline.

The kit and an accompanying handbook for teachers represent a project of the company's Public Relations Department for Schools. Al McNay, head of the Educational Division of that department, who is co-ordinator of the project, says its object is "to promote understanding of the petroleum business among educators and students." To accomplish this, Standard utilizes John Dewey's "learning by doing" technique to capture the "intense interest youngsters have in creating something."

What's in Kit?

The kit, distributed among 5,000 elementary and secondary school teachers in time for the 1952-53 school year, contains basic materials for the students to use in building a replica of an oil field. Balsa wood, buttons, dress snaps, wires, pins, mailing tubes, blocks, are some of the materials which are assembled with the aid of simplified scale drawings and instructions in the hands of the teacher.

Here's what the study group sets up before the project is completed: a seismograph party, surveying team, aerial mapping airplane, gravimeter operator, shot hole drilling rig, standard type drilling derrick with accompanying facilities, pumping oil well (grasshopper), flowing oil well (Christmas tree), storage facilities, 4 trucks and jeeps, crewmen to operate machinery and equipment, and under-the-earth formation drawings of real life underground strata.

Most important feature of the kit is a 32-page illustrated Teaching Handbook and 6 large drawings. These help the teacher (or any adult) to guide the youngsters in step-by-step assembly of the 1"-equals-6'

**ABC statements
show HALF of the
590,822 families
who live in ABC Detroit
read one or the other
of Detroit's two
evening newspapers !
—to reach
The Detroit Times HALF
of this market
you've got to use
The Detroit Times !**

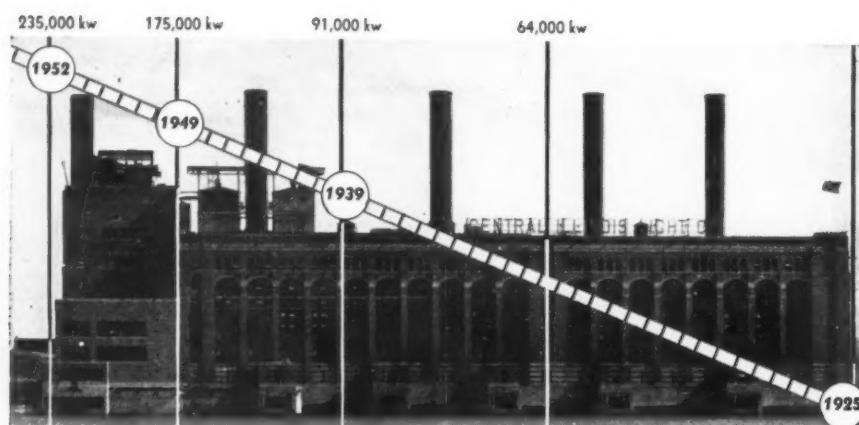
*You're Missing Something
If You Miss The Detroit Times*

REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE

367% INCREASE IN KILOWATT UNITS

SINCE 1938

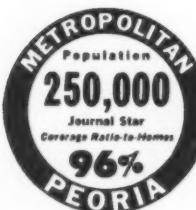
TO KEEP PACE WITH NEEDS OF
FAST GROWING METROPOLITAN PEORIA



Central Illinois Light Company's Power Plant on the banks of the Illinois river.

3½ Times More Power than in 1938 is an indication of Peoria's tremendous growth. More Industry means More People . . . Bigger Payrolls . . . More Buying Income and More Customers for YOU!

You'll want to use the "A" schedule in this self-contained Major Market in the heart of one of the nation's richest agricultural areas. Isolated from other major markets . . . it's the BEST Test Market in the Midwest.



PEORIA JOURNAL STAR

Covers All Peoria area

Represented Nationally by WARD-GRIFFITH CO., Inc.

COMING NOV. 1

Can Cadillac Keep the Lead?

For two decades, this car has outsold all competitors. Its backlog of orders now equals a full year's output . . . But will 96,300 customers wait? Or can Chrysler, Lincoln, Packard, Buick and others wean them away? . . . Cadillac steps up efforts to hold them, and win more.

By Lawrence M. Hughes, Special Feature Editor

models which recreate and dramatize exploratory and productive operations. (The sub-surface area is on a smaller scale to show greater depth.) The underground strata drawing shows what the drilling rig penetrates. In the course of the activity, an oil pool is located in the middle of the strata.

Students and teacher are delighted with the effects achieved with humdrum objects. Balsa wood makes up the oil derrick. Wood dowels become truck wheels, the bodies of the 14 crewmen, and the pipe of the Christmas tree. Iron wire becomes pipe lines and drill pipe. Dress snaps make realistic pipe valve handles, jeep steering wheels, Christmas tree valves, and the top of the gravimeter. Buttons are used for the rotary table on the drilling rig and as vibration recorders or "ears" with the seismograph equipment. Mother's sewing box is raided again when spools become realistic crown block and traveling block on the rig. Crew members come to life with map tacks for heads, bent pipe cleaners for arms and legs. As a final triumph of ingenuity, the mailing tube in which the 100 items of the kit was mailed, cut in two, becomes storage tanks for the oil.

It Tells a Big Story

Says McNay: "The aim is not to complete a fine model, it is to permit students to become aware of what takes place in an oil field and the significance of those processes and activities of private industry in our society." Construction of the model provides an opportunity to develop and impart the petroleum industry story.

The project is one of Standard of California's services to schools. It was not developed cold and sold to educators. What the company does is to provide material which will help teachers to build their presentation of a required segment of the school curriculum. In the social studies course provided for in state law a unit is study of Modern California. Each community and school system may interpret this requirement as it sees fit. How it is taught is up to the individual teacher. The teacher may, and does, utilize diverse material—film strips, pictures, music, museum trips—tying in with such industries of the state as cotton, minerals, petroleum.

"All we have done," McNay explains, "is to provide another teaching tool in this oil field model kit, incorporating much of the required teaching material and developing it

as a 'learning-while-doing' activity.' The program started as an experimental study about a year ago. It was tested during summer sessions on a dozen or more schools up and down the Pacific Coast. It was tested more extensively after that with distribution of about 1,000 kits and handbooks. Response from educators and their pupils was so enthusiastic as to justify the continuation and expansion of the program to the 5,000 teachers who received them this fall for the current school session. The territory covered is the 7 western states, Alaska and Hawaii, Standard of California's marketing area.

The reason for directing the program to elementary and secondary schools is that the story of the oil industry reaches more youngsters. Only about half of the grammar school pupils continue on through high school. If the activity were reserved for high school students, the good will it engenders would be halved.

Any Complaints?

The company's one complaint is that the idea is too appealing. Requests for the kit and the manual come from all over the United States, outside the company's marketing territory and from foreign countries. One reason for the widespread interest, McNay believes, is the genuine educational nature of the program.

The basic design for the model was created by Ralph Lyman, of Standard. Another Standard man, George Ayrault, built a pilot model and then prepared the blueprints and directions. It was given to Models of Industry, Inc., 2804 Tenth St., Berkeley 2, Cal., to manufacture. This firm ships the kit, handbook, and set of scaled drawings anywhere in the U. S. for \$3.95 (discounts to quantity buyers). The model lures many people long out of grammar school, including men in banks, hospitals, universities, model railway fans, children's group leaders, Boy Scout groups, and parents who buy it for their children and then become absorbed with it themselves. Of course, men in businesses related to the petroleum industry all want to own one.

It is one of those projects, Standard executives have discovered, in which the teacher teaches himself as well as his pupils—and has a grand time doing it. Standard does not attempt to measure results in good will and improved understanding of its industry, but the widespread use made of the model appears to be evidence enough.



WHAT ARE THE MERCHANTS OF "ELSEWHERE" DOING?

ACB Research Reports will tell you if they are advertising your brand... your competitor's brand...and to what extent...you see all 1,393 markets as one clear, coherent picture

In and around the 1,393 cities in which daily newspapers are published there circulates newspaper display advertising costing two billion dollars yearly.

This newspaper advertising expenditure is *far larger than that of all other media combined*. Yet you never see it! Aside from your home town, the other 1,392 key markets are pretty much a blind spot.

What's going on... are the merchants of these 1,392 "ELSEWHERE'S" pushing your brand... supporting a rival brand... ignoring your field... are competing brands dominating certain towns or areas with their nationally placed newspaper advertising...

The answer to these and similar questions are of vital importance to manufacturers whose goods are sold through retail outlets. ACB Reports tell you *exactly* what is going on in any one or more of these markets.

Leading merchandisers rely on ACB Reports. Lever Brothers Co., soap and allied product manufacturer says:

"Various departments here at Lever Brothers have used ACB facilities for

more than 15 years. It is rather difficult to enumerate the many ways in which this information has been used, but suffice it to say it has provided a valuable tool for our advertising and sales departments over the years."

More than 1,100 progressive companies are subscribers to one or more of ACB's 14 different Newspaper Research Services.

Send for new ACB Catalog

If you are not thoroughly informed on the many uses of ACB Reports ask for the new ACB Catalog. Its 48 pages are filled with the uses to which these Reports may be put for more efficient management of sales and advertising and other useful data. Catalog sent free on request.

ACB reads every advertisement in every daily newspaper

ACB SERVICE OFFICES

79 Madison Ave. • New York 16
18 S. Michigan Ave. • Chicago 3
20 South Third St. • Columbus 15
161 Jefferson Ave. • Memphis 3
51 First St. • San Francisco 5



The
**ADVERTISING
CHECKING BUREAU
INC.**

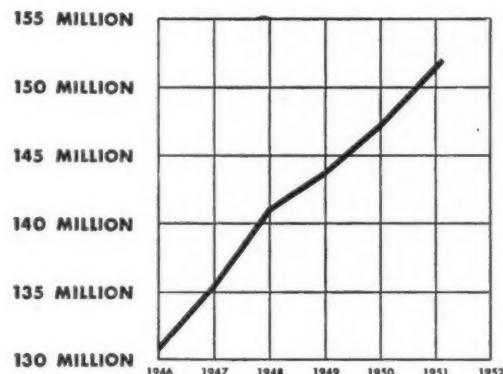
Magazines now at all-time high

Every year, from 1935 until the present—continuously and without interruption—the total circulation of America's magazines has increased. It has increased in the face of competition for the public's attention from newspapers, from radio and from television.

And the importance of magazines as an advertising medium has increased even more. Today, more advertisers spend more money to talk to more magazine readers than ever before.

Magazines offer advertisers the greatest possible coverage with the greatest selectivity. They combine

**AVERAGE CIRCULATION
PER ISSUE OF ALL MAGAZINES**



flexibility with economy. And they continue to carry more national advertising than any other medium. Magazines are America's number-one show window.

**The Saturday Evening
POST** - gets to the

The Saturday Evening
POST

POST - first on newsstands

A.B.C. figures for weekly magazines for the first 6 months of 1952

POST*	1,667,919	copies
LIFE	1,513,359	copies
LOOK	1,305,019	copies
COLLIER'S	637,103	copies

*The Saturday Evening Post's total circulation (both newsstand and subscription) is at an all-time high of 4,224,339!

The Saturday Evening

POST

POST - first in advertising

For the first 9 months of 1952

POST	3,093	pages
LIFE	2,736	pages
COLLIER'S	1,111	pages
LOOK	1,009	pages

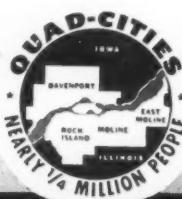
e heart of America

ROCK ISLAND—MOLINE

EAST MOLINE

High Spot Cities for Eight Straight Months

THESE are the Illinois side of the Quad-Cities where 57% of the population (240,500) live and buy. You cover these High Spot Cities (3 of the 4 Quad-Cities) when you use The Argus and The Dispatch.



The ROCK ISLAND Argus

The MOLINE Dispatch

THE ALLEN-KLAPP CO., National Representative



FORD NELSON
One of
WDIA'S
many famous
personalities

TIDE RENEWS WDIA, MEMPHIS FOR ITS 2ND YEAR!

And so another great national advertiser, Procter and Gamble's TIDE, proves the great selling power of WDIA as they renew for their second straight year. WDIA's complete dominance in selling to the 439,266 Negroes in WDIA BMB Counties can mean new and greater sales for your product, too! Join the list of national advertisers that also includes Jello, Bayer Aspirin, Tender Leaf Tea, Pan-Am Gas and many others. Get full facts today.

HOOPER RADIO AUDIENCE INDEX						
City: Memphis, Tenn.		Months: June-July 1952				
Time	Sets	WDIA	B	C	D	E
T.R.T.P.	11.4	24.1	20.5	15.1	15.0	11.3
(Note: WDIA's share	Saturdays: 27.5;	Sundays: 29.0)	9.4	6.7		

MEMPHIS **WDIA** TENN.
John E. Pearson Co., Representative

Prospects will buy if . . .

1. Each salesperson telephones 10 prospects daily, tells them something worth hearing about the store or its merchandise.
2. Each salesperson sends out 25 direct mail messages every day.
3. Stores are kept open nights and Sundays.
4. Stores are well kept, with clean merchandise, easy to demonstrate.
5. There is a tie-in between stores and manufacturers' national promotion.
6. Outstanding value is displayed in windows, with signs such as "Free Home Demonstration," "Giant Trade-in Allowance," "Low Down Payment," "Lay Away Plan."
7. Inducements are offered to customers to suggest friends as prospects.
8. Manufacturers' promotional material is prominently displayed.
9. Salespeople record customers' names and addresses, and follow these up.
10. Morning sales meetings are held, which review previous day's selling activities.

Are These 10 Sales Ideas Rusty from Disuse?

They were the backbone of appliance selling in the days when competition really was rough. Will they work today?

**As told to James H. Collins BY RAY B. COX
President, Horn & Cox, Inc.***

There is a great deal of talk about the depths to which retail selling has sunk. Complaints are heard from manufacturers, customers, professional shoppers—from everybody except the wholesaler, who has nothing to say.

We are wholesalers. Our line is appliances-radio-television. Recently, heavy inventories, consumer resist-

ance, discount selling, a television and home freezer boom have made our business chaotic.

Everybody has been telling the retailer that he is not the salesman he used to be, that normal times are returning, that he will have to do some old-fashioned hard selling, or else . . .

We decided that something should be done for the retailer. If retailer sales could be increased, our volume would increase.

*Los Angeles

"Hard sell" is our prescribed remedy for what ails the retailer. We have developed a "hard sell" program for retailers whom we serve in 7 counties surrounding Los Angeles. It includes:

1. Ten procedures (see box p. 140) which over the years have built retail sales for the man who plans his business with a long-range viewpoint.

2. One of our own men to assist dealers to carry out the 10 procedures.

3. Dealer meetings which we host, at which we ask dealers to tell us what we are doing that is wrong, what we might do to help them with their problems.

The 10 procedures for retailers and their sales personnel are not new. But they were forgotten when there was a sellers' market, or had never been heard of by many young people in the appliance business. We believe the procedures are effective and can help to sell appliances. The 10 steps are difficult to take over a long-term period. Some of them—for example, the 10 daily telephone calls—cannot be checked easily.

These 10 daily telephone calls by salespeople, and the 25 pieces of direct mail, should be effective. We maintain that an appliance store should be a place where something is constantly happening—a place the prospective customer will find interesting to visit, to see what is new, perhaps to pick up a bargain. There are always new models and new labor-saving devices coming out. There are old models, left-overs and trade-ins which are attractively priced. If the salesperson has this feeling about the store and the merchandise, it is natural for him to talk to a telephone prospect about something which will bring him in.

When salespeople discover that this steady plugging at the "10 and 25 a day" builds up a following they will continue the practice—or will go into some other kind of work.

The other procedures can be checked more easily.

A customer who enters an average appliance store may find confusion, dusty merchandise, no hookups for demonstration, leaflets in the drawer, a manufacturers' dated model.

We have a representative who does something about a situation such as this. He helps to straighten out stock, rehang windows, unpacks and sets up manufacturers' promotional material—does chores which busy salespeople have let slide.

Manufacturers' retail promotional pieces show ingenuity and are costly. We are amazed at what happens to them. These promotional pieces cost

as much as \$20, are designed by experienced people, are full of "sell," and will sell if unpacked and set up. But stockrooms are jammed with them, still in box or mailing case. Our man sets them up.

This representative does not sell. He travels in a company car, averages 8 or 10 calls in an 8-hour day, and spends as much time as is necessary in each store. We serve approximately 500 retailers with our major lines. He gets around to all of them nearly every 6 weeks.

If we were to bill each of our manufacturers for half the expense of setting up their point-of-purchase displays, the bills would be trifling. We believe it would be good promotion for them—wherever they could find distributors to do it. Meanwhile, we pay for everything—because it is profitable for us to do so.

Dealer meetings—the third aspect of our "hard sell" program—have brought about a dramatic change in our business. We no longer have a large service department. "Get out of the service business!" dealers demanded. "That is the very foundation of our business."

Cut Out Service

In mid-1952, therefore, we shut down a 16,000-square-foot service section, with approximately 50 factory-trained mechanics, and 10 trucks. Mechanics now work for retailers.

Our withdrawal from the service business was brought about primarily because of the growth of television.

The successful appliance-radio-television retailer often is an ambitious mechanic who sets up his own shop. After a while he takes on a line or two for the people whom he services. Then he doffs his overalls and becomes a merchant, with many things to learn, but with high teachability. He is a good customer for the wholesaler, who makes available the experience he needs as he grows.

He gets his start by servicing appliances and receiving sets, and this is the cornerstone of his business. When wholesalers or manufacturers are in the service business, they are strong competitors, and they destroy the foundation he is building on. Through his service department he builds the confidence which brings customers back regularly, and leads them to recommend him to others.

With his business built on a good service department, the retailer has a nice balance. Service nourishes his business, and we have decided that we want to grow as he grows, rather than compete with him.



TO GET SALES ACTION...

reach Active-Minded



Americans... over 2,000,000 family

units ... in the
magazine they read

... and read... and read... and read...

NATIONAL GEOGRAPHIC!

More than 2,000,000 National Geographic family units cut across almost every business, profession and occupation. They call The National Geographic "our magazine." As members of the National Geographic Society they actually own it. They write us as many as 84,000 pieces of first class mail a day. They renew their subscriptions at an amazing rate of more than 87%. Entire families regularly read and have confidence in the pages of the magazine, both editorial and advertising. They have a warm spot in their hearts for our product. We think there's room there for your product, too!

America's most
active minds
read

Now, more than
2,000,000
circulation
according to
publisher's
current
records.





Good
All ¹ selling is specialized

... and nothing specializes like the business press

You could sell pickerel on Times Square. Millions of people pass there... and some like fish. But the canny salesman goes after customers... not crowds. He specializes.

That's what sales and ad managers are talking about everywhere today. Better selling. Paring down costs. Putting every ad dollar where it counts. That means *selective* selling... and it's a job that's done most effectively in the business press!

Business papers neatly carve your specific market out of the whole mass of business... pick your particular customers out of all the people in those markets. They specialize sharply. One paper's edited for plant managers... another for engineers... a third for retailers who make or break a sales drive by the volume they buy—and the promotion they put behind it.

Only in the business press is *your* business always *their* business. Only in the business press are your particular customers directed sharply to your advertising, by specialized editing.

A whale of a lot of advertisers know how well it pays to concentrate on such tight-packed groups of pre-conditioned customers. The proof? They're spending \$300,000,000 this year in the business press.

As competition toughens and taxes chip away profits, it's a good time to take a critical look at the job that business papers can do for you, to hit whole markets hard—at the lowest possible cost. It's a job *no* other media can do!

In just about every field of business you'll find ABC and ABP papers out in front in reader and advertiser preference. ABP papers alone (all ABC-audited) are paid for by almost two million subscribers... at a total cost of more than \$7,000,000 a year. You'll find it well worth your while to look for the ABC-ABP symbols—and measure what they stand for—when selecting business papers to carry your selling story.



THE ASSOCIATED BUSINESS PUBLICATIONS

Founded 1916

201 East 42nd Street, New York 17, N. Y. MURRAY HILL 6-4980

OCTOBER 15, 1952

IMPORTANT new helps ... fresh from the press

As "service center" for the business press, ABP has many helpful booklets and services you'll want to read—and use. Here are two... just off the press. Write ABP for copies. Just check below.

A new look at the men who sell your products. Just how big is the dealers' influence on sales? To what extent are they reading business papers? Are they using more sales aids? What do they want to read in your advertising today? The answers are rounded up in A NEW SURVEY OF DEALERS... a report on ABP's new study of dealers in 29 different fields. It compares 1952 with 1948... points up trends... gives you important guides to sharpen the effectiveness of your trade advertising

SEND ME COPIES.

What copy can do... There's a new edition ready of the hardy perennial, COPY THAT CLICKS. Every writer on your staff can profit from its selected samples of business paper advertisements that meet clear objectives with well-directed copy. More than 18,000 copies of this excellent analysis are already at work. The new edition can help to step up the quality of writing in your business paper advertising—and make it work harder.

SEND ME COPIES.

New, encyclopedic book on how to publish a better business paper... at a better profit. BUSINESS PAPER PUBLISHING PRACTICE, edited by Julien Elfenbein (with the help of an ABP grant), draws on the knowledge of scores of experts... publishers, editors, accountants, circulation managers and others. It's a practical text on how to expand circulation, simplify accounting, present research material, increase space sales, coordinate production, meet editorial pressures, use the new trends in editorial presentation... and much more. Order from Harper & Brothers; price \$6.00.

What Sponsors Don't Like About TV Food Shows . . .

The Ills

- too long
- dull and lifeless
- scheduled when housewife is busiest
- commercials aren't tied in with point-of-purchase

The Cures

- 15 minutes is enough
- keep format simple, informative, even 'corny'
- try early evening or late evening time slot
- "romance" food industry, but put sponsor's recipe booklets on food counters

... what's being done about it?

When an epidemic of sponsor cancellations swept West Coast TV food-cooking programs recently, half the home economics shows were left with nary a commercial. Red-faced station managers made quick talent changes. It didn't help. TV show packagers wondered what was wrong.

They soon found out—from a consumer panel of 2,000 homemakers who were sent opinionnaires by Market Research Foundation, Inc., Beverly Hills, Cal. The Foundation, specializing in home testing of products and other consumer surveys, asked: If you watch cooking shows regularly, what suggestions do you have for improving them? Answers boiled down to this: We're too busy to watch at noon, about the time most of the shows are presented; recipes are too drawn out; programs generally are not informative or entertaining and fail to hold us to the screen for more than a few minutes.

Guided by these tips, MRF put together an "experimental, new kind of food entertainment show," arranged a preview, invited advertising agencies, station managers, 100 possible sponsors and 600 "ordinary folks" to see "Tid-Bit Time." Guests were handed opinionnaires and asked to rate what they saw during the half-hour preview.

The show's personalities: Freda

Nelson, an "unorthodox" hostess who laughs while she dives into a casserole; John (Barney) Anthony, host of Barney's Beanery, Hollywood; Caesar Cardini, creator of the Caesar salad and "a continental type who has cooked for the Duke of Windsor"; Announcer Charles Purnell, young, "able to put drama into words."

The show's format: For a half-hour, the four personalities wandered on and off stage, stopped in front of the camera just long enough to whip up a salad, or bread twists, or late-night snacks. The whole thing was interspersed with chatter about favorite dishes of Hollywood stars, budget stretching hints, serving techniques.

"Our idea throughout the preview," says Chet L. Swital, who helped quarterback the show for MRF, "was to make potential sponsors happy by trying to create in the audience a fourth meal habit."

What about commercials? Reports Swital: "On this show we singled out the tuna industry and drove home the point that American caught and canned tuna gave those working in the industry a chance to send their sons and daughters to high school and college."

On future shows, thinks Swital, other food industries might be romanced in a similar way—especially if the shows were sold on a rotating

basis, where one sponsor takes all commercials for a single week, while other sponsors are credited with production of the show.

Commercially, MRF thinks food sponsors will pay for a show only if it helps them sell, and that many sponsors in the Los Angeles area gave up sponsorship because show merchandising was too feeble. Hence, MRF arranged to hold its TV preview on the roof-deck of a Los Angeles department store, The Broadway-Crenshaw; the store cooperated by inviting customers to the "Tid-Bit Party" preview through advertisements in major Los Angeles newspapers.

In addition, B-C prepared a show window showing a tuna fishing scene—representing the industry to be "romanced" during the show. Star-Kist tuna (French Sardine Co., Inc.) tied itself into the show by distributing advertising streamers to food stores throughout Los Angeles, announcing Star-Kist's participation in the show. Star-Kist tuna pyramids were displayed on store floors, further calling attention to "Tid-Bit Party." Moreover, tear-sheets of The Broadway-Crenshaw's "come-to-the-Tid-Bit-Party" newspaper advertisements were displayed prominently in local food stores.

MRF believes similar tie-in merchandising could be done nationally as well as regionally.

Opinionnaire results: Oddly, it was disclosed that recipes are of secondary importance in attracting listeners to food shows. Viewers' response indicated that they prefer to hear about new food products, kitchen techniques and shortcuts.

Dishes prepared on the show should be fully described in a booklet or folder and made available at point-of-purchase, viewers asserted.

What viewers liked most:

1. new ideas for late-evening snacks.
2. budget hints.
3. patter on foods and famous people.
4. dramatic delivery romancing tuna industry.
5. easy informality.

What viewers suggested:

1. In demonstrations use only the kitchen equipment available in the average home.
2. For biggest listenership, show should be scheduled for early evening or late evening; if the latter, about 10 o'clock would be preferable—the major TV shows would be over and the 10 p.m. hour would coincide with



Baltimore's a busy place . . . bustling with industrial activity. Bendix Radio is located here with a modern plant containing almost one-half million square feet of floor space. Bendix is a major supplier of precision electronic equipment to all branches of the Service and since World War II the company has achieved a leading place in the field of commercial electronics. Bendix Radio is another important Baltimore industry that is making the Nation's 6th City bigger . . . more prosperous!

Bud Cairns is enjoying his 12th year at Bendix. He is helping to make Baltimore bigger and richer. Bud is one of 5,000 Bendix employees (in 1938 a total of 300 worked here). Bud is representative of the more than 500,000 industrial workers whose substantial incomes from steady employment have created new spending power in Baltimore.

Baltimore's excellently diversified, steadily active industry makes the Nation's 6th Largest City bigger and richer than ever. Sell Baltimore . . . advertise to the largest evening and Sunday circulation of The Baltimore News-Post and American.

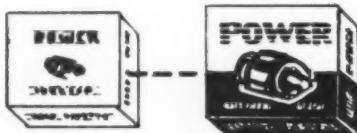


Baltimore News-Post and American

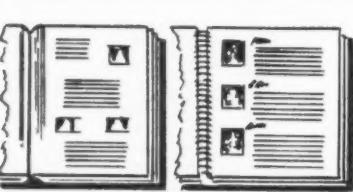
Represented Nationally by Hearst Advertising Service

You CAN add Sales Appeal TO ANY INDUSTRIAL PRODUCT

CLEVER PACKAGING Promotes SALES

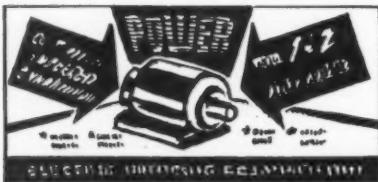


The mechanic or engineer is a *consumer* too. YOUR product gets preference when it's packaged for eye appeal as well as utility. Packages, wraps and containers designed by Oberly & Newell—display, *tell and sell*.



The buyer and the purchasing agent reaches for the catalog that is easy to read, shows the product and simplifies the specifications. Oberly & Newell plans, produces and prints—one responsibility—controlled costs.

PROPER DISPLAY Cinches SALES



Competition hasn't a chance when you merchandise with a display that points up the advantages and features of your product. Our designers will create display material to spark up sales in distributors' sales rooms or other sales outlets.

TO GET THE SALES VOLUME—GET THE FACTS

**OBERLY & NEWELL LITHOGRAPH CORP.
545 PEARL STREET, NEW YORK 6, N. Y.**

WE WANT TO ADD SALES APPEAL TO OUR PRODUCT!

MR. _____ TITLE _____

COMPANY _____

ADDRESS _____

PRINCIPAL PRODUCT _____

Oberly & Newell
LITHOGRAPH CORPORATION

late-evening icebox raids.

3. "Name" personalities aren't important, but simple patter about names in the news is valuable.

4. Keep demonstrations simple, but diverse.

5. When recipes are presented at beginning of program, they should be repeated at the end.

3 Publishers Lend Hand To Industrial Advertisers

This comes under the heading of "faith in American manufacturers." At least 3 publishers are excited about the future of expanding industrial markets, and this month unwrapped new publications to reach these markets.

In January Cosgrove Publishing Co., New York (*Woodworkers Reporter*), will launch *National Distribution*, a monthly tabloid newspaper geared to give manufacturers in the \$4 billion industrial equipment and supplies field an assist in supply distribution problems. This month Editor C. A. Cosgrove, Jr. kicked off the venture with a 32-page pilot issue. Over 40 national industrial advertisers loaned their plates to Cosgrove for the premier edition to help him establish the paper's format and editorial style.

N-D's controlled circulation to more than 17,000 industrial supply distribution salesmen, executives and buyers, declares Cosgrove, "will offer U.S. manufacturers an eagerly awaited new means of specialized communication." Side-light features *N-D* will carry: product news (how and where it's used); new-market research for existing products.

Meanwhile, on another industrial front, 2 more publications are in the dummying-up stage: *Electronic Equipment*, Sutton Publishing Co. Inc., New York, and *Electronic Design*, Hayden Publishing Corp., New York. Is electronics reaching Goliath proportions? Just as the publishers announced their news, Riter & Co., members of the New York Stock Exchange, publicly took note of the electronics field, disclosed that it had been busy compiling facts and figures on it for months. Said Riter: "Today (electronics) stands on the threshold of a seemingly sensational expansion, which some enthusiasts in the trade feel will make it a 20-billion-dollar industry in 1972."

Riter, of course, compiles such information to guide its clients in future investments. Apparently both Sutton and Hayden are as enthusiastic as Riter.

By adding *Electronic Equipment*

to its stable, Sutton adds a fourth horse to its other publications: *Metal-Working*, *Electrical Equipment*, *Contractor's Electrical Equipment*. *E-E* will be circulated monthly (without charge) to men in electric manufacturing fields whose responsibilities include design, engineering and production of electronic equipment, and to engineers of electronic gear in industrial plants. To appear in February, it will be tabloid, concentrate on new products. Circulation: 25,000, controlled.

Electronic Design will be newly formed Hayden Publishing Corporation's first baby, will serve 20,000 electronic designers through controlled circulation, concentrate on product news editorials. Co-publishers are T. Richard Gascoigne, formerly district manager of Sutton Publishing Co., and James S. Mulholland Jr., formerly district manager of Reinhold Publishing Corp.

There's More Than Dates On U.S. Plywood Calendar

Where does all the money go—the \$1,250,000 advertising budget?

That's the advertising outlay for United States Plywood Corp. for the coming year, and it's exactly the question that popped into the mind of R. S. Lowell, advertising manager. Did branch managers and salesmen know about the advertising program in other than general terms?

In his Manhattan office Lowell devised an "advertising calendar" that shows company personnel what happens to the advertising dollar—month by month, product by product, publication by publication. Sample: 87 trade and consumer publications will carry U. S. plywood copy during one of the months ahead. In looking over the list, salesmen will find only those magazines which are read regularly by "people who can be prompted to buy our products." Products include glue, hardboard, doors and partition panels, allied products.

Declares Lowell: "By use of the calendar we want to impress our men with the broad program, and in addition we want them to have a convenient reference piece which they can show dealers if the question of advertising comes up." He believes the calendar, with its monthly record, "will be far more impressive than the general outline we've heretofore prepared." Results so far? "Gratifying," observes Lowell.

The advertising calendar is being distributed to all members of U. S. Plywood's sales staff.

Advertisers—Get Ready for Sniffles

The Bureau of Advertising (American Newspaper Publishers Association, Inc.), New York, is testing a plan which it hopes will (1) help health-product advertisers analyze the rise and fall of colds and other respiratory ailments in various communities, so that "emergency" or "epidemic" newspaper copy can be intelligently scheduled; (2) help druggists build traffic "on merchandise which they feel belongs to the retail drug trade."

The program is based on the premise that the rise and fall of colds in a community can be charted accurately on a day-to-day basis by the daily change in unit sales of 3 key cold-remedy products. The products: Bayer aspirin, Grove's Laxative Bromo-Quinine, Four-Way cold tablets. Called the "Health Barometer Plan," it began in August, is now underway in 13 newspapers covering 25 markets. If the program is successful, it may be stepped up to nation-wide proportions, according to the Bureau.

Where's the Epidemic?

How it works: Each health-product advertiser will use the plan as a guide to extra advertising at times of peak sales opportunity, and will place "emergency" copy with newspapers on a contingent insertion-order basis—to be published when the sales index of the 3 key products reaches a predetermined level. Cooperating newspapers will make daily checks of the simple unit-sales records kept by the "barometer" stores. According to the Bureau, 2 or 3 "barometer" stores in a city are merely "lookout towers" for spotting the rise of a siege or epidemic of colds.

Weekly reports detailing daily sales records and weekly inventory audits will be made and retained by each cooperating newspaper as a guide to insertion of "stand-by" advertising. Meanwhile, duplicates of the reports will be forwarded to the Bureau of Advertising, which will in turn process them for each market. Reports will then be put into the hands of all advertising agencies using the plan for their clients—for their use in checking against actual insertion dates.

Asserts the Bureau: "(The plan) is a guide to greater sales opportunities at places and times which can be covered by special advertising over and above regular continuity schedules."

SELL MORE IN THE SOUTH'S No. 1 State!

A Lucky Strike
in the
Camel City*

* Winston-Salem
is the home of
R. J. Reynolds
Tobacco Co.



1/5th* of all
DRUGS

Sold in North Carolina
ARE SOLD IN
WINSTON-SALEM'S

WSJS
15-COUNTY
MARKET

* \$14,700,000—S. M.
1952 Survey of Buying Power

Recent official Hooper Ratings show WSJS, the Journal-Sentinel Station, FIRST in the morning—FIRST in the afternoon—FIRST in the evening! For the finest in AM-FM coverage, it's WSJS in Winston-Salem.

Represented by: HEADLEY-REED CO.

How Progressive Is the Grocer?

The grocer once locked up shop during the noon hour. He had neither desk nor file cabinet. Now he has a complete office, and not only does he stay open during lunch, he often keeps doors open until 9 p.m. And his store is 4 times as large as it was 30 years ago when *Progressive Grocer* began to publish its pocket-size magazine for grocery operators.

No Apron Now

In those days the groceryman pushed *Progressive Grocer* into his apron pocket whenever a customer walked in—because he had to use both hands to scoop cookies out of the bin. Now the customer serves herself, and the grocery operator has a desk upon which he can place *Progressive Grocer* and other incoming mail. It is for this and other reasons that, beginning this month, *P-G* comes up to SALES MANAGEMENT's size.

Says Editor Carl W. Dipman: "The grocery business has grown up . . . *Progressive Grocer* is getting bigger, too." In 1922, total dollar sales for all food stores was \$7 billion. Last year the figure was \$40

billion; 81% of that is the retail grocer's. *P-G*'s circulation: 76,579.

With the increase in page size comes a 50% hike in advertising

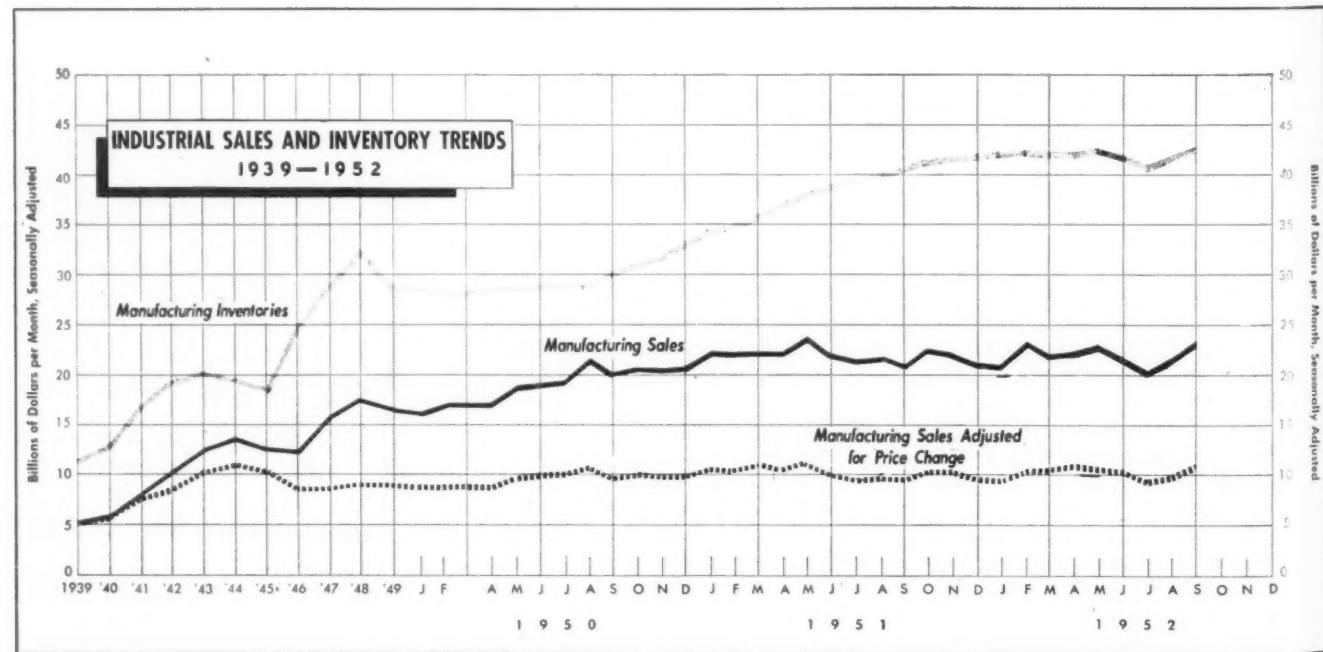
rates. But many *P-G* advertisers who advertise in other 8 x 10-inch food publications need no longer bear the cost of making small plates.

Small-Fry Shoppers a New Market?

Here's a lesson for manufacturers: Put "kid appeal" in food product packaging, because the junior-size shopping cart has made its appearance in super markets. Small fry shop for groceries right beside Mom.

Experience with these miniature carts indicates that children, contrary to general opinion, seldom fill shopping carts with items Mother doesn't want to buy. Store tests have shown that children are hep to brand names and are able to identify packages from associating them with products they've seen pictured in advertisements. Colorfully designed packages, with illustrations of animals, toys, cartoon strips, are the first items to go into the baskets, say store operators.

Baskets pictured are made by Folding Carrier Corp., Oklahoma City, Okla.



Industrial sales in September continued to climb out of the summer slump by matching the April peak total of \$23.3 billion. Recovery is not confined to defense lines, but covers autos, electrical appli-

ances (particularly television sets), furniture, and textiles. Industrial sales will probably continue at about this level for the remainder of the year.

1952-1953 consumer markets tells
you where the buying power is

consumer markets

the market data book that provides

facts

for sound advertising and sales planning

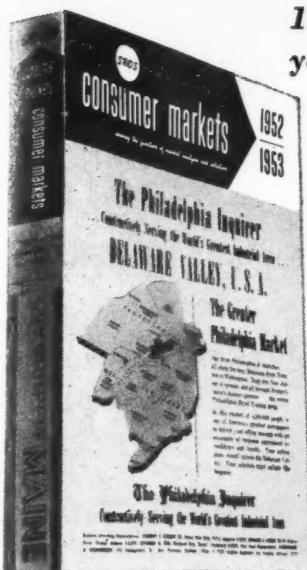
Marketing Data For Quick Reference

The 1952-1953 CONSUMER MARKETS packs into one volume hundreds of thousands of individual facts and figures on every U. S. state, metropolitan area, county and city of 5,000 or more population. It contains new data, new maps, new easy-reference format. It will enable you to base sales and advertising plans upon more complete, more accurate, and more up-to-date information than any you've ever seen in one place.

Useful to many planners are the ranking of the nation's top 300 counties and 245 cities by population, retail sales per capita, total retail sales in each of nine store classes.

If you subscribe to the Standard Rate Media publications, you have the new CONSUMERS MARKETS. Or you can own a copy of this "one-man research department" for only \$10.00.

Watch for the CONSUMER INCOME DATA SUPPLEMENT to CONSUMER MARKETS to be issued January, 1953, which will be sent to all purchasers of the 1952-53 CONSUMER MARKETS without additional cost making a two-for-one deal at \$10.



for instance—key retailers

—commodity sales by types of stores are shown in CONSUMER MARKETS for each commodity group—drugs and toiletries, for example. Important types of stores for each commodity can be identified, number of outlets of each type, and sales by store type drawn off and analyzed. Helps establish retail sales quotas, plan advertising programs.

for instance—metropolitan sales

—for the first time in any market data book CONSUMER MARKETS gives you sales estimates by metropolitan areas for groceries (and three other major product groups). For example, the New Haven metropolitan area had grocery store sales in 1951 of \$59,304,000, or 0.2% of U. S. total. Grocery sales for Springfield, Massachusetts, metropolitan area were \$89,664,000, representing 0.3% of U. S. total. This yardstick permits quick comparisons between different metropolitan areas, and also reveals the relationship between a given metropolitan area, and remaining towns in the area.

for instance—retail sales ratios

—an index in CONSUMER MARKETS reveals, for every city and county, the ratio of retail sales in food, drugs, eating and drinking places (grouped as Convenience Stores) per \$100,000 of U. S. total. Thus

in Lincoln, Nebraska, the ratio is 64, meaning that for every \$100,000 spent in these typical stores in the U. S., \$64 was spent in Lincoln. A similar ratio is shown for Shopping Goods store sales (general merchandise, apparel, and home furnishing stores). Another new and simple qualitative measure against which to gauge your own sales performance and to estimate advertising requirements.

for instance—maps

—the new CONSUMER MARKETS presents 239 clear outline maps, one for every state, Alaska, Hawaii, and for every city of 50,000 or more population. Also five special U. S. maps. This feature provides quick visualization of the areas to be covered in sales and advertising programs.

for instance—number of stores by cities, counties

—new in the 1952-1953 CONSUMER MARKETS is the number of retail stores in each city and county. Grouped by class of outlet, covering food stores, drug stores, eating and drinking places, general merchandise stores, apparel stores, home furnishing stores, automotive stores, filling stations, and building material and hardware stores. Dollar volume per city and per county is also shown. Helps spot most active communities for each store type.

consumer markets

The comprehensive single source of
authoritative market data

PUBLISHED BY STANDARD RATE & DATA SERVICE, INC.

WALTER E. BOTTHOF, PUBLISHER

1740 Ridge Avenue, Evanston, Illinois

New York • Chicago • Los Angeles



**NEW
ALL-INCLUSIVE RATES
FOR
Winter Group Meetings**

One rate covers room, meals, golf, swimming (indoor pool), Old White Club, meeting rooms, gratuities to dining room personnel, maids, bellmen on arrival and departure.

**\$19 per person, per day, single
\$17 per person, per day, double**

November 24, 1952 to March 15, 1953

The Greenbrier

Organizations planning winter meetings may now enjoy all the advantages of The Greenbrier at rates which include privileges and services separately charged for during the other seasons.

Superb facilities plus an experienced, smooth-functioning staff are the essentials that assure successful group meetings at The Greenbrier. But what makes them outstanding is Greenbrier's overall congenial atmosphere . . . that intangible something which spells the difference between feeling "at home" and just living in a hotel room. Add the relaxation of Greenbrier's varied sports and social activities plus the rejuvenative effects of the famed sulphur baths, and you can see why The Greenbrier is the ideal spot for winter group meetings.

The Greenbrier

WHITE SULPHUR SPRINGS, W. VA.
Telephone: White Sulphur Springs 110
Teletype: White Sulphur Springs 166

Or Inquire of Greenbrier Offices in:
NEW YORK, 588 FIFTH AVENUE • JU 6-5500
CHICAGO, 77 W. WASHINGTON ST. • RA 6-0625
WASHINGTON, INVESTMENT BLDG. • RE 2642
BOSTON, 73 TREMONT STREET • LA 3-4497

Now Kraft Packages By User-Portions

Need just the right portion for a single serving? Or just enough to feed 6? Restaurants and other places for mass-feeding no longer have to rely on the help to cut, measure, or weigh the correct amount. It's done by pre-packaging.

Since Kraft Foods Co., Chicago, launched its portion control packaging of jams and jellies last spring, institutional food buyers' demands have kept orders ahead of production.

Basis of Kraft's portion control packaging is to provide labor-saving, time-saving and waste-saving service to members of the food service field. The tidy one-half and one-oz. packages are innovations in the field, make sanitary, economical food service a practical matter.

Kraft believes the use of portion control in the food industry can be one of the most important factors in maintaining a profitable business for operators. With today's high costs, restaurant owners and those operating large food departments find it necessary to use economical short-cuts wherever possible. With its new packaging, Kraft has come up with part of the answer.

Possibilities Unlimited

Sample customers: United Air Lines, Inc., Chicago; The Pennsylvania Railroad, Philadelphia; The Waldorf-Astoria Hotel, New York; Marshall Field Airport Restaurant, Chicago; Ford Foundation Hospital, Detroit. The number of reorders by these firms indicate they are happy users.

Kraft officials say several years of research and experimentation went into perfection of the machinery, facilities and methods to produce and fill the new packages. Says Kraft: There is virtually no limit to the sizes and shapes that could be produced in the completely automatic operation.

Packages are made of light Vinylite plastic by the Bakelite Division, Union Carbide and Carbon Corp., New York. They can be lightly or

tightly sealed, depending on the perishability of the food. The sealed closure has an overflap permitting easy removal of the cover.

According to Kraft, users can realize substantial savings with "Kraft-Yours Alone" packages. Here are the reasons:

1. reduced kitchen labor costs in filling individual portion containers
2. waste elimination in filling jelly and jam containers
3. positive inventory control
4. better customer reaction because of a sanitary package and improved quality and taste of product.

Distribution began last spring in several principal markets in each of Kraft's 6 U.S. divisions. National distribution was attained by mid-summer.

Contests Put It Over

With national distribution came sales contests. Kraft's eastern division (9 states and the District of Columbia) loaded the company with orders for portion control packages. Kraft salesmen Paul Decker and Joseph Cox each won a television set, Decker for his record portion control sales and Cox as leading purchaser of portion control. In other divisions there were "PC-JAMBoree" contests, with more TV sets awarded as prizes. In the Chicago area package control sales increased by an estimated 500%, says Kraft.

Kraft officials are hesitant in predicting the future of portion control food packaging, but believe it will be possible in the future to package a complete meal, from appetizer to dessert. Remember the days when a housewife constructed a meal instead of assembling it?

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Agency: Miller Advertising Co.		San Diego Union & Tribune Sun	105
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Agency: Beaumont, Heller & Sperling		San Francisco Examiner	120
Greenbrier & Cottages	150	Agency: Brisacher, Wheeler & Staff	
Agency: Robert Conahy & Associates		Seven Park Avenue Foods	98
General Auto Rental Company	15	Agency: C. V. Parkinson Associates, Inc.	
Agency: Samuel Taubman & Co.		Seventeen	37
Gould, Gleiss & Benn, Inc.	92	Agency: Al Paul Leffton Company, Inc.	
Agency: C. Franklin Brown, Inc.		Sickles Photo Reporting Service	104
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Agency: Anderson & Cairns		Smithfield Ham & Products Company, Inc.	45
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Jam Handy Organization	2nd Cover	Agency: Humphrey, Alley & Richards, Inc.	
Agency: Campbell Ewald & Co.		Sparky Specialties	42
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Holiday	16	Agency: The Cramer-Krassele Company	
Agency: Batten, Barton, Durstine & Osborn, Inc.		Standard Outdoor Advertising Inc.	104A
Hellen's Magazine	87	Agency: Donahue & Coe, Inc.	
Agency: Rogers & Smith Advertising		Standard Printing & Supply Company	132
Schuster Hopper Company	35	Agency: Simon & Gwynn Advertising	
Agency: Sidenor & Van Riper, Inc.		Steel Magazine	32A
Indianapolis News & Star	9	Agency: Beaumont Heller & Sperling, Inc.	
Agency: Sidenor & Van Riper, Inc.		Strathmore Paper Company	123
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Agency: Paxton Advertising, Inc.	58-91-130	Successful Farming	3rd Cov.
KNB Hollywood	92	Agency: L. E. McGivern & Co.	
Agency: J. Walter Thompson Company		Sweet's Catalog Service	54-55
Kansas Farmer	57	Agency: The Schuyler Hopper Company	
Agency: R. J. Potts Calkins & Holden			
Ladies Home Journal	68-69		
Agency: Doherty, Clifford & Shenfield, Inc.			

OCTOBER 15, 1952

WANTED: Experienced high calibre sales and merchandising executive to head up sales promotion department one of largest most progressive food concerns in South. Sales promotion experience directly or indirectly with chain food stores especially desirable. Bright future. Answer stating salary expected. Enclose snapshot. Replies confidential. Please reply to Box 2906.

FACTORY SALES REPRESENTATIVE WANTED

Established National Food Manufacturer has opening for an experienced Factory Representative. Attractive salary and expense account to start. Individual must be free to travel extensively, contacting Brokers, Chain Stores, and Wholesale Food Distributors. This is an excellent opportunity for the proper man. Write to Box 2908, Sales Management.

SALES ADMINISTRATOR Experienced in Heating Equipment Industry

Excellent opportunity for a seasoned man, preferably under 45 years of age, who can accept managerial assignments to relieve general sales manager. Administrative responsibilities and some traveling — for large, well-established midwestern concern with national distribution and sizable sales department. Please write in detail, giving age, experience, references, family circumstances, salary expected. Enclose recent photograph. Box 2907.

28 Years Service With One Newspaper

7 years as Adv. Dir.

New connection wanted where know-how, experience and hard work will lead to a profit for both of us. Present employer will endorse my abilities. Box 2909, c/o Sales Management.

The Scratch Pad

BY T. HARRY THOMPSON

Typical of the times is the way the shine-boy pockets your quarter, says "thanks," and never offers you a dime change, with tip optional.

Equally typical is a headline by General Motors, "The Tax-Bite on a \$2,000 Car." It quotes Automobile Manufacturers Association on the info that \$1,386 is for the car and \$614 is for taxes!

A brassiere made of Irish linen might like the trade-name: "Erin Go Bra."

Add similes: "As easy as finding a needle in a hypodermic syringe."

Nir—"Europe is always looking for succor."

Wir—"And Uncle Sam is always providing one."

Nice phrasing in a profile in *Life*: "The aching disenchantment of a hangover."

Don Baird says one sure way to see flying saucers is to trip a waitress.

The ask-force and the voters
Will be exchanging roles:
The polls go to the voters,
And the voters to the polls.

With 10 eggs for breakfast, a former king of Egypt is without a peer amid trenchermen.

Orville Reed reports a sign in a store-window: "Bath towels for the whole damp family."

He'll hear from Harry . . . the Swedish editorial writer who said: "Miss Truman's life is in no danger. After all, she isn't going to sing." Person who laughed loudest at the quip: Margaret!

"Esprit de Cortesi," gags *The New York Times*, in a monograph on Arnaldo Cortesi, its Rome correspondent. "New Task for Lask" was another cute head on an item about Tom Lask, of the Sunday Book-Review.

You don't mind buying
Fancy meals
For gals with pretty
Popliteals.

"Gagged & Bound," the columnar reprint of 1944, referred to J. Edgar Hoover as our "Crime Minister." So did Walter Winchell 8 years later. Coincidence, of course.

They threw a line to Red Skelton (in a movie) which rates among the imperishables: "I was better off before I learned to talk."

There are ambitious people who, if they can't stand in your shoes, will stand in your way.

The Kudner Agency, New York, and BBDO have the Republican account and the Joseph Katz Co., Baltimore, has the Democratic. Shake hands, Men; break clean in the clinches, and come out of your corner fighting!

Roy Miller says those stumbling blocks some people complain about are under their hats.

I think I now have the Du Pont thing straight typographically. When it's part of the family-name, a small "d" and two words (du Pont). When it's a product-name or the corporate name, a cap "D" and two words (Du Pont).

An old-timer is one who can remember a mail-order ad with this stock headline: "Be the first in your town to wear this swell, nifty suit."

Hamilton Watch Company

Lancaster, Pennsylvania

Dear Harry:

I don't know of another mill the following might be grist for than "The Scratch-Pad."

During a 5 p.m. cloudburst one day last week, I started from our office-building for the company parking-lot across the street, under an umbrella already covering two lads from our sales-department.

One of them, my son-in-law Bob Wilson, said: "This storm was seeded, according to the afternoon paper . . . supposed to bring relief to New England."

"Hmph!" I replied, as three rivulets from as many umbrella-ribs converged down my neck. "Musta been one of those Tall Seeders of Lebanon."

John Marion, the third undercover man, snorted his disgust and threatened to write a letter of protest to the editor of the *Journal* that serves our neighboring town of Lebanon.

Apologetically,
Bob Waddell
Director of Advertising

"Stevenson Lauds Record of Party."—Headline. Ah, yes; a sort of Harry lauder, you might say.

Her neighbors asked a court-injunction against a Tennessee woman who sang too loud and too often. The woman countered: "We own our home and I thought I had a right to sing in my own home. This isn't Russia." The neighbors could have come back with: "This isn't singing."

Department of Labor figures show New York families with the largest average income after taxes. New York is all right for a visit and I would want to live there.

Slogan for a loan-department:
"See us for a fast buck."